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ABSTRACT

This report summarizes information provided by 870 National Association of Independent Schools (NAIS) active member schools (in existence over 5 years and located in the United States or U.S. territories) surveyed in the spring of 1990. Information, which is supplied in narrative form and in 46 statistical tables, includes tuition, teacher salary, and administrator salary data for the 1990-91 school year. Data are reported in an aggregate manner according to common classifications of school type, school size, and geographic region. The report also discusses and analyzes tuition and salary trends, adjusting for changes in the cost of living over time. The base year for analysis has been set at 1981-82. Other trend years include 1985-86 and 1988-89 through 1990-91. Median figures are used to summarize trend data in this report. Tuition and salary data from the survey of 33 Canadian member schools are summarized in 4 tables out of a total of 46. Among the report highlights are the following: (1) student median tuitions have increased by 7.4 percent over the past year; (2) the day student median tuition for 1990-91 is \$6,429 and the boarding student median tuition is \$14,601; (3) teacher median salaries rose 5.8 percent to \$25,207 in 1989-90; and (4) head median cash salaries increased by 7.7 percent to \$70,000 for 1990-91. (MLF)

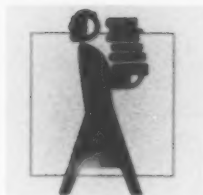
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NAIS STATISTICS

1990-1991

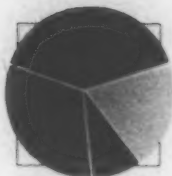
TUITIONS AND SALARIES



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NATIONAL ASSOCIATION OF INDEPENDENT SCHOOLS

EA 022 790

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TAKE A CLOSER LOOK AT THESE NUMBERS

NAIS reminds member schools that customized statistical reports on small groups of selected schools are available through the NAIS Department of Research and Information Services. Special reports permit schools to compare themselves with schools of their own choosing on any dimension of collected data. Special reports enhance the usefulness of specifically selected, non-aggregated information in institutional policy making.

The reports are based on data collected during the biannual NAIS surveys of member schools and may include the following data sets: tuitions, teacher salaries, administrator salaries, enrollments, financial operations, financial aid, annual giving, and any other information contained in the publications.

A member school may order any number of data sets for inclusion in its customized special report. Fees are based primarily on the type of data requested, the number of schools in the sample, and the amount of staff time involved in completing the report. Each year of data constitutes a separate data set. Sample sizes range from five to thirty schools.

The financial operations and the annual giving data sets are each priced at \$95. The administrator salary report costs \$80 for up to five administrator positions and \$95 for 6 to 19 positions regardless of the number of schools.

All other standard data sets mentioned on this page are priced at \$80 each per year of data. Extraordinary requests are handled on an individual basis when possible. A 25 percent discount is given for requests involving more than one data set.

For further details or to order a special report, write or call Martha Westburg, Assistant for Special Projects, or Matthew Chiccuarelli, Manager of Data Operations, NAIS, 75 Federal Street, Boston MA 02110; (617) 451-2444.

INTRODUCTION

This report summarizes information provided by 870 NAIS active member schools¹ surveyed in the spring of 1990. It includes tuition, teacher salary, and administrator salary data for the 1990-91 school year. The report was prepared by Matthew Chiccuarelli, manager of data operations, Martha Westburg, assistant for special projects, and H. Peter Aitken director of research and information services. In addition to this report, NAIS also surveys member schools each fall to obtain data on enrollments, school personnel, people of color, financial aid, financial operations, and annual giving. Those results are reported each spring in a separate publication.

Data are reported in an aggregate manner according to common classifications of school type, school size,² and geographic region. The report also discusses and analyzes tuition and salary trends, adjusting for changes in the cost of living over time.³ The base year for analysis has been set at 1981-82. Other trend years include 1985-86 and 1988-89 through 1990-91. Median figures are used to summarize trend data in this report, being a better indicator of central tendency than arithmetic means and less sensitive to extreme variations in data for large groups of schools.⁴

Report uses are many. For example, the data in this publication provide information and details that can

be helpful to trustees, school heads, and business managers as they develop policy with regard to tuitions and salaries in their schools. The trend data provide a historical account of tuitions and salaries that can be a useful yard-stick against which to measure an individual school's progress in selected areas.

CUSTOMIZED SPECIAL REPORTS

Whereas this publication statistically describes the membership in broad terms, customized special reports, produced separately by NAIS, permit schools to compare themselves with other schools of their own choosing on any dimension of collected data.

Special reports enhance the usefulness of non-aggregated, locally relevant information in institutional policy making. Customized special reports can be ordered through the NAIS Department of Research and Information Services.

ADDITIONAL COPIES

Additional copies of *NAIS Statistics, Fall 1990*, are available from the Order Department, NAIS, 75 Federal Street, Boston, MA, 02110, as follows: NAIS member, \$10.00 per copy (20 percent discount on five or more copies); others, \$50.00 per copy plus postage.

DEFINITION OF TERMS

SCHOOL TYPES

Boarding schools	Schools enrolling <i>95 percent or more</i> boarding students
Boarding-day schools	Schools enrolling <i>between 50 and 94 percent</i> boarding students, with the balance day
Day schools	Schools enrolling <i>95 percent or more</i> day students
Day-boarding schools	Schools enrolling <i>between 51 and 94 percent</i> day students, with the balance boarding
Elementary schools	Schools with students in any grades PS-9 (including PS-6, K-9, 6-9), but none in grades 10-PG
Elementary-secondary schools	Schools with students in any grades PS-6 and any grades 10-PG (including K-12, 5-12, 1-10)
Secondary schools	Schools with students in any grades 10-PG (including 7-12, 9-12, 7-PG), but none in grades PS-6

GEOGRAPHIC REGIONS

New England	Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
East	New Jersey, New York
Middle Atlantic	Delaware, District of Columbia, Maryland, Pennsylvania, Virginia
Southeast	Alabama, Florida, Georgia, Mississippi, North Carolina, South Carolina, Tennessee
Midwest	Illinois, Indiana, Iowa, Kentucky, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, West Virginia, Wisconsin
Southwest	Arizona, Arkansas, Colorado, Kansas, Louisiana, New Mexico, Oklahoma, Texas
West	Alaska, California, Hawaii, Idaho, Montana, Nevada, Oregon, Utah, Washington, Wyoming
U.S. Territories	Guam, Puerto Rico, U.S. Virgin Islands

HIGHLIGHTS

TUITIONS

- Student median tuitions have increased by 7.4 percent over the past year. The day student median tuition for 1990-91 is \$6,429 and the boarding student median tuition is \$14,601.
- Since 1981-82, the highest percentage tuition increases have occurred at the preschool and kindergarten levels.

TEACHER SALARIES

- Over the past year, teacher median salaries rose 5.8 percent (in actual dollars) to a level of \$25,825. Adjusting for inflation, median salaries have increased by 26.1 percent since 1981-82.
- The teacher median salary in NAIS day schools was \$25,207 in 1989-90. The 1989-90 average public school teacher salary was \$31,300.
- The most important factor in determining teacher salaries is total years of teaching experience, followed by years at current school, merit/performance, teaching load, and degrees/credits.
- 83 percent of full-time teachers have up to 20 years of teaching experience. 17 percent are veteran teachers with more than 20 years of experience.
- Almost one half (48%) of member schools use defined teacher salary scales.

ADMINISTRATOR AND STAFF SALARIES

- Head median cash salaries increased by 7.7 percent to \$70,000 for 1990-91. Boys' schools show the highest median salary, \$75,922, among school types.
- The median salary for NAIS school heads was \$65,000 in 1989-90. For superintendents of public school systems, the 1989-90 average salary was \$63,329.
- 46 percent of the administrator and professional staff positions, covered in this survey, are held by women and 3 percent by people of color.

TUITIONS

Table 1 shows median tuitions for selected grades in member schools.⁵ These are *school median tuitions* by grade. For each grade, tuitions at half of the reporting schools are higher than the *school median tuition*, and those at the other half are lower.

By contrast, *student median tuition* can be estimated from school median tuition by weighting with grade level student enrollment numbers at each school.⁶ Half of all students attending member schools pay a tuition higher than the *student median tuition*, and the other half pay a tuition lower than this median. The calculation can be done grade by grade, or aggregating all grades. For 1990-91, the aggregate *day student median tuition* for member schools is \$6,429, and the aggregate *boarding*

student median tuition is \$14,601. In both cases, the median tuition has increased by 7.4 percent since 1989-90.

Extra fees for lunch and transportation are generally not included in tuition charges. As in past years, less than one-third (30% in 1988-89 and 1989-90, 32% in 1990-91) of NAIS reporting schools include lunch fees with tuition charges, while only 1.8 percent include transportation fees. Only in boarding-day schools, day-boarding schools, secondary schools, and schools in New England do the majority of tuitions include lunch fees. Generally, the smaller the school, the more likely lunch fees are included in tuition charges.

	1981-82	1985-86	1988-89	1989-90	1990-91
Day					
PS half-day	—	—	\$2,750	\$2,925	\$3,173
PS full-day	\$1,950	\$3,300	4,300	4,500	4,925
K half-day	—	—	3,100	3,375	3,700
K full-day	2,100	3,383	4,480	4,850	5,320
1	2,400	3,370	4,700	5,100	5,600
3	2,600	3,575	4,925	5,300	5,750
6	2,735	4,378	5,500	5,900	6,354
9	3,680	5,280	6,585	7,200	7,700
12	3,700	5,300	6,600	7,200	7,700
Seven-day boarding					
6	6,000	9,400	12,100	11,900	13,650
9	7,100	10,190	12,750	13,700	14,725
12	7,100	10,100	12,750	13,700	14,700
Five-day boarding					
6	—	7,890	10,500	10,740	11,425
9	—	8,200	10,500	11,595	12,300
12	—	8,590	10,800	11,598	12,350

Table 2 summarizes the median tuition percentage changes for each grade over the past year and since the base year of 1981-82.

Since 1981-82, the highest day tuition increases have occurred at the preschool and kindergarten levels. In general, day and boarding tuitions have increased at a higher rate in the lower grades than in the secondary grades. This trend is also evident

over the past year. Day tuitions have increased by 9.8 percent in grade 1, but only by 6.9 percent in grades 9 and 12. The effect has been to narrow the gap between grade-level tuitions. Traditionally, since 1981-82, day tuitions in the lower grades (PS-6) have increased at higher rates than the secondary grades (9-12). The exception was from 1988-89 to 1989-90, when the secondary grade tuitions increased at the higher rate.

Table 2. School Median Tuition Percent Changes

	Actual \$ 81/82-90/91 % change	Current \$ 81/82-90/91 % change	Actual \$ 89/90-90/91 % change	Current \$ 89/90-90/91 % change
Day				
PS half-day	—	—	8.5%	3.3%
PS full-day	152.6%	77.9%	9.4	4.2
K half-day	—	—	9.6	4.4
K full-day	153.3	78.4	9.7	4.5
1	133.3	64.3	9.8	4.6
3	121.2	55.7	8.5	3.3
6	132.3	63.6	7.7	2.6
9	109.2	47.3	6.9	1.9
12	108.1	46.6	6.9	1.9
Seven-day boarding				
6	127.5	60.2	14.7	9.2
9	107.4	46.1	7.5	2.4
12	107.0	45.8	7.3	2.2
Five-day boarding				
6	—	—	6.4	1.3
9	—	—	6.1	1.0
12	—	—	6.5	1.4

Tables 3-5 summarize 1990-91 day and boarding tuitions by student type, school size, and region for selected grades. Blanks indicate inapplicable or unavailable data.

Median day tuitions (grades 1-12) in boys' schools are generally higher than those in either girls' or coeducational schools, as shown in Table 3. However,

the highest day tuition recorded is found in a coeducational school (\$12,800). The highest day tuition in 1989-90 was \$12,150 — a difference of 5.3 percent. The median secondary boarding tuition is highest in girls' schools, \$15,400. The highest boarding tuition among reporting schools is found in coeducational schools, \$18,850.

Table 3. Tuition by Student Type, 1990-91

Student Type	Grade	Day Tuition		Seven-day Boarding Tuition	
		Median	Range	Median	Range
Girls'	PS	\$5,765	\$3,300 - 8,100	—	—
	K	5,995	2,900 - 11,000	—	—
	1	6,325	3,060 - 11,000	—	—
	3	6,450	3,060 - 11,000	—	—
	6	7,650	3,060 - 11,875	\$14,200	\$11,000 - 14,700
	9	7,732	1,900 - 12,075	15,300	8,440 - 17,100
	12	7,800	1,900 - 12,075	15,400	8,440 - 17,100
Boys'	PS	5,025	3,355 - 5,425	—	—
	K	6,300	3,575 - 9,990	—	—
	1	6,692	4,350 - 10,305	—	—
	3	7,100	4,350 - 10,705	12,395	12,395
	6	7,800	1,800 - 11,305	11,435	6,300 - 18,325
	9	8,080	1,800 - 11,905	13,900	7,700 - 18,325
	12	7,800	1,800 - 11,500	13,488	7,700 - 16,850
Coed	PS	4,875	1,127 - 9,500	—	—
	K	5,200	1,585 - 10,380	9,514	2,229 - 16,800
	1	5,450	1,585 - 10,500	13,400	2,229 - 16,800
	3	5,600	1,585 - 10,675	16,300	2,229 - 16,800
	6	6,162	1,585 - 11,400	14,350	2,229 - 18,850
	9	7,700	2,500 - 12,800	14,800	4,191 - 18,850
	12	7,670	2,500 - 12,800	14,762	4,191 - 18,700

Table 4 shows that, in general, median day tuitions increase the larger the student body, peaking at schools enrolling between 501-700 students. The highest day tuition occurs among the smaller-sized schools, those enrolling fewer than 201 students.

The median boarding tuition at the secondary school level peaks at schools enrolling 301-500 students. The highest boarding tuition is found in the smaller boarding schools with a student body of fewer than 201 students.

Table 4. Tuition by School Size, 1990-91

School Size	Grade	Day Tuition		Seven-day Boarding Tuition	
		Median	Range	Median	Range
Under 201	PS	\$4,457	\$2,425 - 7,150	—	—
	K	4,650	2,500 - 8,400	\$16,800	\$16,800
	1	4,936	2,600 - 8,400	15,100	13,400 - 16,800
	3	5,200	2,600 - 8,400	16,550	13,400 - 16,900
	6	5,500	1,800 - 10,750	14,450	6,300 - 18,250
	9	7,200	1,800 - 12,800	14,500	7,700 - 18,700
	12	7,100	1,800 - 12,800	14,500	7,700 - 18,700
201 - 300	PS	4,750	1,990 - 8,000	—	—
	K	5,275	2,545 - 9,000	—	—
	1	5,500	2,200 - 9,700	—	—
	3	5,860	2,200 - 10,300	14,802	12,395 - 17,210
	6	6,525	2,500 - 11,400	12,395	9,500 - 17,900
	9	7,632	3,112 - 12,350	14,737	9,500 - 17,900
	12	7,705	3,225 - 12,350	14,737	9,500 - 17,440
301 - 500	PS	5,000	1,127 - 9,190	—	—
	K	5,600	1,585 - 10,000	2,229	2,229
	1	5,710	1,585 - 10,305	2,229	2,229
	3	5,850	1,585 - 10,900	8,464	2,229 - 14,700
	6	6,500	1,585 - 11,660	12,600	2,229 - 18,850
	9	7,925	2,710 - 12,750	15,950	4,191 - 18,850
	12	7,800	2,790 - 12,750	15,780	4,191 - 15,780
501 - 700	PS	5,100	2,190 - 8,300	—	—
	K	5,450	2,190 - 11,000	—	—
	1	5,725	2,490 - 11,000	—	—
	3	6,012	2,948 - 11,000	—	—
	6	6,800	2,600 - 11,875	13,600	9,990 - 13,700
	9	7,960	1,900 - 11,875	14,150	9,990 - 16,500
	12	8,127	1,900 - 12,050	14,150	9,990 - 16,500
Over 700	PS	5,500	1,250 - 9,500	—	—
	K	5,425	2,082 - 10,380	—	—
	1	5,822	2,442 - 10,500	—	—
	3	5,930	2,442 - 10,675	—	—
	6	6,450	2,702 - 11,360	14,350	14,350
	9	7,195	3,000 - 12,400	14,600	8,440 - 16,450
	12	7,135	3,000 - 12,400	14,600	8,440 - 16,450

Table 5 details tuition by region. As in previous years, schools in the East show the highest median day tuition at each grade level except grade 12. The lowest median day tuition occurs in schools in the Southeast. These regional, tuition differences mirror

the differences in the cost of living among regions. Boarding tuitions for secondary school grades in New England schools remain among the highest in the country, while secondary grade, boarding tuitions in schools in the Southeast are the lowest.

Table 5. Tuition by Region, 1990-91

Region	Grade	Day Tuition		Seven-day Boarding Tuition	
		Median	Range	Median	Range
New England	PS	\$5,650	\$2,975 - 7,775	—	—
	K	6,375	3,750 - 7,850	\$16,800	\$16,800
	1	6,450	3,230 - 8,400	16,800	16,800
	3	6,900	3,230 - 8,400	16,800	16,300 - 16,900
	6	8,100	3,230 - 11,400	16,925	9,625 - 18,850
	9	9,200	3,000 - 12,800	16,200	9,625 - 18,850
	12	9,600	3,000 - 12,800	16,200	9,625 - 18,700
East	PS	5,990	3,300 - 9,500	—	—
	K	6,500	3,150 - 11,000	—	—
	1	7,000	3,060 - 11,000	—	—
	3	7,437	3,060 - 11,000	—	—
	6	8,475	3,060 - 11,875	10,475	6,300 - 17,800
	9	9,400	3,150 - 11,905	14,995	9,500 - 17,100
	12	9,475	3,150 - 12,050	14,995	9,500 - 17,100
Middle Atlantic	PS	4,950	1,250 - 8,332	—	—
	K	5,325	2,000 - 8,332	—	—
	1	5,730	2,600 - 8,900	—	—
	3	5,875	2,600 - 8,900	—	—
	6	6,500	2,600 - 10,090	9,990	9,990
	9	7,575	2,600 - 10,090	14,300	7,890 - 16,500
	12	7,657	2,600 - 10,090	14,300	7,890 - 16,610
Southeast	PS	3,200	1,127 - 5,490	—	—
	K	3,550	1,585 - 5,750	2,229	2,229
	1	4,250	1,585 - 6,000	2,229	2,229
	3	4,272	1,585 - 6,000	2,229	2,229
	6	4,421	1,585 - 7,315	9,300	2,229 - 11,000
	9	5,125	1,800 - 8,725	11,477	4,191 - 14,550
	12	5,150	1,800 - 8,725	11,575	4,191 - 14,550
Midwest	PS	4,862	3,100 - 6,792	—	—
	K	5,295	2,500 - 7,990	—	—
	1	5,358	2,442 - 7,990	13,400	13,400
	3	5,539	2,442 - 8,360	13,400	13,400
	6	5,950	2,702 - 9,650	10,285	9,700 - 14,350
	9	7,057	3,228 - 11,250	13,488	8,450 - 15,050
	12	7,035	3,804 - 11,250	13,488	8,450 - 15,050

(Table 5 continued on next page)

Table 5. Tuition by Region, 1990-91, (cont.)

Region	Grade	Day Tuition		Seven-day Boarding Tuition	
		Median	Range	Median	Range
Southwest	PS	\$4,100	\$2,350 - 6,000	—	—
	K	4,550	2,580 - 8,400	—	—
	1	4,900	2,200 - 8,400	—	—
	3	4,950	2,200 - 8,400	\$13,547	\$12,395 - 14,700
	6	5,500	2,500 - 9,900	13,047	10,300 - 14,700
	9	6,220	1,900 - 10,400	13,700	7,200 - 15,950
	12	6,275	1,900 - 10,400	13,700	7,200 - 15,950
West	PS	5,200	2,300 - 6,450	—	—
	K	5,400	2,800 - 8,000	—	—
	1	5,462	2,800 - 8,000	—	—
	3	5,600	2,800 - 8,000	17,210	17,210
	6	6,250	2,800 - 8,350	14,200	13,600 - 17,210
	9	7,750	2,500 - 11,000	15,305	8,475 - 17,440
	12	7,800	2,500 - 11,000	14,950	8,475 - 17,440
Territories	PS	3,445	2,270 - 4,095	—	—
	K	3,535	2,480 - 4,095	—	—
	1	3,770	2,740 - 4,383	—	—
	3	3,925	3,155 - 4,437	—	—
	6	4,213	3,490 - 4,570	—	—
	9	4,407	3,595 - 5,688	—	—
	12	4,407	3,875 - 5,688	—	—

TEACHER SALARIES

Active member schools reported their highest, median, mean, lowest, and beginning cash salaries for full-time teachers in 1990-91. The medians for these five types of salaries are summarized in Table 6 according to school type, school size, and region. Beginning teachers are those holding a bachelor's degree or equivalent with no previous teaching experience. Part-time teachers, teacher aides and assistants, teacher interns, and personnel whose primary responsibilities are administrative or in the area of instructional support (librarians, counselors)

are excluded. Department heads whose primary responsibility is teaching are included. Teacher salaries do not include housing allowances or compensation for summer school employment. Salaries for church-related schools do not include payment to teachers who are members of religious orders and whose services are largely donated.

In general, for all salary groups, the highest medians for teacher salaries are found in day schools, boys' schools, and in elementary/secondary schools.

Table 6. Medians of Teacher Salaries, 1990-91

	Highest	Median	Mean	Lowest	Beginning
School Type					
Boarding	\$29,030	\$22,464	\$21,840	\$15,725	\$15,250
Boarding-day	33,800	22,000	22,250	14,600	14,500
Day	37,100	26,800	27,250	19,815	18,700
Day-boarding	35,114	24,625	25,558	17,861	17,450
Girls'	35,257	26,780	26,600	18,845	18,000
Boys'	40,537	26,491	27,000	19,090	18,250
Coed	35,844	25,457	25,845	18,776	18,000
Elementary	33,500	25,410	25,617	19,856	18,000
Elem/secondary	37,756	26,650	27,029	19,040	18,500
Secondary	35,875	24,792	25,335	17,000	16,500
School Size					
Under 201 students	29,733	22,000	22,015	17,000	16,000
201-300	34,254	24,850	25,370	18,066	17,278
301-500	38,300	27,225	27,662	19,500	18,500
501-700	41,608	28,600	29,124	19,080	18,800
Over 700	45,120	30,175	30,537	19,975	19,300
Region					
New England	36,500	25,400	25,729	18,000	17,000
East	40,000	27,879	28,749	20,525	20,000
Middle Atlantic	35,525	25,100	25,564	18,000	17,500
Southeast	33,250	24,191	24,450	18,300	18,000
Midwest	35,812	25,435	25,701	18,220	17,200
Southwest	32,514	24,750	25,205	18,350	17,500
West	38,500	28,869	29,083	21,500	20,000
ALL SCHOOLS	\$36,300	\$25,825	\$26,102	\$18,800	\$18,000

In general, the larger the school, in terms of enrollment, the higher the teacher salaries. Regionally, schools in the West and East consistently report the highest medians for each salary group, while schools in the Southeast report the lowest medians for most salary groups.

Tables 7-11 include medians, percentile ranges, and total ranges for the five types of salaries covered in the survey. The highest salary reported for 1990-91 is \$69,700. The median for beginning salaries increased by 5.9 percent over the past year to \$18,000.

Table 7. Teacher Highest Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$29,030	\$17,688 - 53,000	\$43,000 - 53,000	\$24,600 - 37,044
Boarding-day	33,800	13,250 - 57,375	46,655 - 57,375	28,500 - 38,800
Day	37,100	13,400 - 69,700	48,900 - 69,700	31,060 - 43,973
Day-boarding	35,114	9,840 - 54,950	49,375 - 54,950	30,500 - 42,000
Girls'	35,257	21,046 - 57,000	48,850 - 57,000	29,683 - 41,140
Boys'	40,537	21,000 - 69,700	50,800 - 69,700	32,900 - 47,000
Coed	35,844	9,840 - 63,400	47,785 - 63,400	30,500 - 42,088
Elementary	33,500	9,840 - 69,700	45,576 - 69,700	28,375 - 40,000
Elem/secondary	37,756	13,400 - 63,300	50,000 - 63,300	31,720 - 44,765
Secondary	35,875	13,250 - 63,400	47,450 - 63,400	29,683 - 42,205
School Size				
Under 201 students	29,733	9,840 - 48,000	38,300 - 48,000	25,200 - 33,500
201-300	34,254	17,148 - 62,500	43,505 - 62,500	29,874 - 39,600
301-500	38,300	21,046 - 69,700	48,500 - 69,700	32,514 - 42,755
501-700	41,608	21,050 - 63,400	52,400 - 63,400	36,400 - 46,500
Over 700	45,120	19,894 - 60,000	52,639 - 60,000	38,500 - 49,680
Region				
New England	36,500	9,840 - 60,500	47,450 - 60,500	30,800 - 41,500
East	40,000	17,148 - 69,700	52,400 - 69,700	33,750 - 45,950
Middle Atlantic	35,525	13,400 - 62,500	46,655 - 62,500	29,742 - 41,600
Southeast	33,250	19,518 - 59,500	44,100 - 59,500	28,829 - 39,200
Midwest	35,812	18,627 - 63,400	48,500 - 63,400	29,100 - 43,000
Southwest	32,514	16,590 - 55,000	49,000 - 55,000	28,287 - 40,000
West	38,500	13,250 - 60,000	50,200 - 60,000	32,000 - 43,968
ALL SCHOOLS	\$36,300	\$ 9,840 - 69,700	\$48,150 - 69,700	\$30,450 - 42,750

Table 8. Teacher Median Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$22,464	\$13,520 - 35,000	\$29,000 - 35,000	\$17,685 - 25,410
Boarding-day	22,000	11,000 - 36,300	29,600 - 36,300	18,900 - 25,500
Day	26,800	12,200 - 46,950	33,895 - 46,950	23,425 - 30,502
Day-boarding	24,625	8,820 - 39,900	32,950 - 39,900	21,200 - 28,700
Girls'	26,780	16,375 - 43,350	32,800 - 43,350	23,000 - 30,000
Boys'	26,491	11,000 - 46,000	36,000 - 46,000	22,860 - 30,500
Coed	25,457	8,820 - 46,950	32,900 - 46,950	21,950 - 29,597
Elementary	25,410	8,820 - 41,300	31,320 - 41,300	22,000 - 29,000
Elem/secondary	26,650	12,200 - 46,950	34,075 - 46,950	23,000 - 30,587
Secondary	24,792	12,050 - 46,000	33,350 - 46,000	20,716 - 29,000
School Size				
Under 201 students	22,000	8,820 - 39,845	27,675 - 39,845	19,000 - 25,000
201-300	24,850	14,950 - 46,000	30,135 - 46,000	21,500 - 27,250
301-500	27,225	15,561 - 41,300	33,895 - 41,300	23,861 - 30,907
501-700	28,600	16,375 - 43,350	35,000 - 43,350	24,816 - 31,412
Over 700	30,175	12,694 - 46,950	37,000 - 46,950	27,000 - 33,500
Region				
New England	25,400	8,820 - 46,000	32,950 - 46,000	22,500 - 29,250
East	27,879	11,000 - 46,950	37,594 - 46,950	23,300 - 32,000
Middle Atlantic	25,100	12,200 - 41,280	31,470 - 41,280	21,500 - 28,865
Southeast	24,191	15,550 - 35,575	30,050 - 35,575	21,204 - 27,358
Midwest	25,435	12,694 - 40,375	32,600 - 40,375	21,840 - 29,700
Southwest	24,750	12,050 - 37,538	31,200 - 37,538	21,000 - 26,740
West	28,869	12,650 - 41,100	35,000 - 41,100	25,491 - 32,500
ALL SCHOOLS	\$25,825	\$ 8,820 - 46,950	\$33,250 - 46,950	\$22,000 - 29,700

Table 9. Teacher Mean Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$21,840	\$13,093 - 34,000	\$27,583 - 34,000	\$18,528 - 25,495
Boarding-day	22,250	12,850 - 37,000	29,989 - 37,000	19,455 - 26,573
Day	27,250	11,644 - 43,180	33,944 - 43,180	23,800 - 30,600
Day-boarding	25,558	8,930 - 39,319	32,815 - 39,319	22,243 - 28,794
Girls'	26,600	16,686 - 41,260	33,015 - 41,260	23,056 - 30,307
Boys'	27,000	14,000 - 42,860	36,531 - 42,860	22,900 - 30,871
Coed	25,845	8,930 - 43,180	32,966 - 43,180	22,444 - 30,000
Elementary	25,617	8,930 - 42,860	31,600 - 42,860	22,415 - 29,460
Elem/secondary	27,029	11,644 - 43,180	34,375 - 43,180	23,469 - 30,653
Secondary	25,335	12,850 - 41,970	33,200 - 41,970	21,087 - 29,000
School Size				
Under 201 students	22,015	8,930 - 37,042	27,788 - 37,042	19,430 - 24,736
201-300	25,370	13,950 - 41,970	30,456 - 41,970	22,500 - 27,549
301-500	27,662	16,780 - 42,860	33,318 - 42,860	24,316 - 30,764
501-700	29,124	15,100 - 41,260	35,623 - 41,260	25,342 - 31,343
Over 700	30,537	11,644 - 43,180	35,800 - 43,180	27,288 - 33,658
Region				
New England	25,729	8,930 - 41,970	32,554 - 41,970	22,500 - 29,378
East	28,749	13,950 - 43,180	35,940 - 43,180	24,188 - 32,189
Middle Atlantic	25,564	12,350 - 38,400	31,539 - 38,400	21,706 - 29,037
Southeast	24,450	15,921 - 39,319	30,300 - 39,319	21,700 - 27,780
Midwest	25,701	11,644 - 40,511	32,710 - 40,511	22,280 - 29,745
Southwest	25,205	13,454 - 37,724	31,260 - 37,724	21,542 - 27,307
West	29,083	12,850 - 41,500	35,490 - 41,500	25,845 - 33,021
ALL SCHOOLS	\$26,102	\$ 8,930 - 43,180	\$33,318 - 43,180	\$22,621 - 30,056

Table 10. Teacher Lowest Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$15,725	\$ 7,000 - 24,633	\$21,500 - 24,633	\$14,000 - 17,500
Boarding-day	14,600	10,000 - 23,290	18,000 - 23,290	13,500 - 16,500
Day	19,815	9,600 - 29,100	23,625 - 29,100	18,000 - 21,650
Day-boarding	17,861	8,240 - 30,700	21,400 - 30,700	15,900 - 19,100
Girls'				
Boys'	18,845	12,200 - 26,000	23,376 - 26,000	16,700 - 21,000
Coed	19,090	10,000 - 30,700	23,800 - 30,700	15,000 - 21,600
	18,776	7,000 - 28,730	23,100 - 28,730	16,500 - 21,000
Elementary				
Elem/secondary	19,856	8,240 - 28,050	24,000 - 28,050	17,500 - 21,575
Secondary	19,040	9,600 - 29,100	23,000 - 29,100	17,226 - 21,000
	17,000	7,000 - 30,700	22,750 - 30,700	14,500 - 19,876
School Size				
Under 201 students	17,000	7,000 - 28,050	21,800 - 28,050	14,300 - 19,856
201-300	18,066	9,600 - 25,500	22,450 - 25,500	15,616 - 20,864
301-500	19,500	11,660 - 30,700	23,810 - 30,700	17,500 - 21,600
501-700	19,080	10,800 - 29,100	23,500 - 29,100	17,267 - 21,408
Over 700	19,975	10,702 - 28,730	23,800 - 28,730	18,640 - 22,000
Region				
New England	18,000	8,240 - 30,700	22,000 - 30,700	15,000 - 20,291
East	20,525	7,000 - 29,100	24,000 - 29,100	17,600 - 22,600
Middle Atlantic	18,000	10,775 - 28,050	22,000 - 28,050	16,000 - 20,300
Southeast	18,300	10,800 - 28,730	22,225 - 28,730	17,000 - 19,600
Midwest	18,220	9,494 - 24,600	22,000 - 24,600	16,500 - 20,100
Southwest	18,350	11,000 - 26,000	21,848 - 26,000	16,500 - 20,300
West	21,500	12,050 - 27,250	25,500 - 27,250	18,050 - 24,000
ALL SCHOOLS	\$18,800	\$ 7,000 - 30,700	\$23,150 - 30,700	\$16,500 - 21,000

Table 11. Teacher Beginning Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$15,250	\$ 9,300 - 23,800	\$18,414 - 23,800	\$13,500 - 16,800
Boarding-day	14,500	8,400 - 20,970	17,500 - 20,970	13,000 - 16,000
Day	18,700	10,000 - 26,700	22,500 - 26,700	17,000 - 20,300
Day-boarding	17,450	7,760 - 26,000	20,000 - 26,000	16,000 - 18,300
Girls'	18,000	11,500 - 26,000	22,000 - 26,000	16,000 - 19,737
Boys'	18,250	10,000 - 26,700	23,000 - 26,700	15,000 - 20,000
Coed	18,000	7,760 - 26,300	22,000 - 26,300	16,000 - 20,000
Elementary	18,000	7,760 - 25,500	22,000 - 25,500	16,500 - 20,000
Elem/secondary	18,500	10,000 - 26,700	22,000 - 26,700	16,600 - 20,000
Secondary	16,500	8,400 - 26,300	20,600 - 26,300	14,000 - 18,818
School Size				
Under 201 students	16,000	7,760 - 24,840	20,000 - 24,840	14,000 - 18,000
201-300	17,278	10,700 - 24,000	21,000 - 24,000	15,500 - 19,000
301-500	18,500	12,000 - 26,300	23,000 - 26,300	17,000 - 20,500
501-700	18,800	10,800 - 26,700	22,500 - 26,700	16,850 - 20,200
Over 700	19,300	10,702 - 26,000	23,000 - 26,000	18,000 - 21,000
Region				
New England	17,000	7,760 - 23,319	20,148 - 23,319	15,000 - 19,000
East	20,000	10,000 - 26,700	23,000 - 26,700	16,500 - 21,500
Middle Atlantic	17,500	10,000 - 23,800	20,675 - 23,800	15,500 - 19,000
Southeast	18,000	10,800 - 26,000	20,000 - 26,000	16,400 - 19,000
Midwest	17,200	9,300 - 24,000	21,000 - 24,000	15,800 - 19,000
Southwest	17,500	11,000 - 26,000	21,000 - 26,000	16,000 - 19,000
West	20,000	8,400 - 26,300	24,000 - 26,300	17,025 - 22,000
ALL SCHOOLS	\$18,000	\$ 7,760 - 26,700	\$22,000 - 26,700	\$16,000 - 20,000

Table 12 presents teacher median cash salaries in actual dollars for the trend years and Table 13 shows percent changes. The median salary for all schools has increased by \$11,400 since 1981-82, an inflation-adjusted increase of 26.1 percent. Median salaries have increased more in single-sex schools than in coeducational schools. Since 1981-82, median salaries in day schools increased by \$12,200, while

boarding school salaries grew by \$10,714. Among regions, schools in the West reported the highest median salary of \$28,869 and also showed the largest increase (\$13,403) in median salaries since 1981-82. In 1989-90, this distinction belonged to schools in the East. As was the case last year, schools in the Southwest reported the lowest increase in median salaries since 1981-82, \$9,550.

Table 12. Teacher Median Salaries, 1981-82, 1985-86 and 1988-89 to 1990-91

	1981-82	1985-86	1988-89	1989-90	1990-91
School Type					
Boarding	\$11,750	\$15,800	\$20,125	\$20,214	\$22,464
Boarding-day	12,000	16,700	20,281	20,800	22,000
Day	14,600	19,400	23,869	25,207	26,800
Day-boarding	13,760	17,653	22,412	23,349	24,625
Girls'	14,400	18,983	23,531	25,172	26,780
Boys'	14,640	20,018	24,275	25,791	26,491
Coed	14,100	18,400	22,500	24,022	25,457
Elementary	—	—	22,300	23,600	25,410
Elem/secondary	—	—	24,127	25,500	26,650
Secondary	—	—	22,000	23,448	24,792
School Size					
Under 201 students	—	—	19,500	20,742	22,000
201-300	—	—	21,700	23,150	24,850
301-500	—	—	24,190	25,650	27,225
501-700	—	—	25,232	26,662	28,600
Over 700	—	—	26,986	28,723	30,175
Region					
New England	13,600	18,000	22,500	23,987	25,400
East	14,788	19,500	25,200	27,000	27,879
Middle Atlantic	14,000	18,250	22,000	23,980	25,100
Southeast	13,333	17,900	21,500	22,472	24,191
Midwest	15,000	19,000	22,887	24,570	25,435
Southwest	15,200	19,746	22,410	23,480	24,750
West	15,466	21,472	25,700	26,828	28,869
ALL SCHOOLS	\$14,425	\$18,700	\$22,800	\$24,413	\$25,825

Table 13 summarizes changes in actual and current dollars for teacher median salaries since 1981-82 and over the past year. Teacher median salaries for all schools in 1990-91 (actual dollars) have increased by 5.8 percent since 1989-90, representing the smallest annual increase during the five-year trend period (7.1, 6.1, 7.5, and 7.0 percent, respectively, in each of the previous four years). Among school types, teacher median salaries have increased most in boarding schools over the past year and least in boys' schools. Boarding school teacher salary increases have fluctuated over the past several years. Salary increases show little variation with school size, as in past years. Teacher salaries in the Southeast and the West have increased at higher rates than in any other region. Since 1981-82, boarding schools have shown the highest percentage

increase in median salaries among different school types. The National Education Association (NEA)⁷ and the American Federation of Teachers (AFT)⁸ report average public school teacher salaries of about \$31,300 for 1989-90 and \$29,600 for 1988-89. The teacher median salaries in NAIS day schools were \$25,207 and \$23,869, respectively, for the same years. The NAIS teacher median salary increased by 5.6 percent from 1988-89 to 1989-90, compared to an increase of 5.7 percent for public school teachers in the same period. However, over the five-year period (1985-86 to 1989-90), NAIS median salaries in day schools increased by 29.9 percent, compared to 24.2 percent for public school teacher average salaries. Teacher median salaries are compared to administrator salaries in the Administrator and Staff Salary section of this report.

Table 13. Teacher Median Salary Percent Changes

	Actual \$ 81/82-90/91 % change	Current \$ 81/82-90/91 % change	Actual \$ 89/90-90/91 % change	Current \$ 89/90-90/91 % change
School Type				
Boarding	91.2%	34.6%	11.1%	5.8%
Boarding-day	83.3	29.1	5.8	0.7
Day	83.6	29.3	6.3	1.3
Day-boarding	79.0	26.0	5.5	0.4
Girls'	86.0	31.0	6.4	1.3
Boys'	80.9	27.4	2.7	-2.2
Coed	80.5	27.1	6.0	0.9
Elementary	—	—	7.7	2.5
Elem/secondary	—	—	4.5	-0.5
Secondary	—	—	5.7	0.7
School Size				
Under 201 students	—	—	6.1	1.0
201-300	—	—	7.3	2.2
301-500	—	—	6.1	1.1
501-700	—	—	7.3	2.2
Over 700	—	—	5.1	0.1
Region				
New England	86.8	31.5	5.9	0.8
East	88.5	32.8	3.3	-1.7
Middle Atlantic	79.3	26.3	4.7	-0.3
Southeast	81.4	27.8	7.6	2.5
Midwest	69.6	19.4	3.5	-1.4
Southwest	62.8	14.7	5.4	0.4
West	86.7	31.4	7.6	2.5
ALL SCHOOLS	79.0%	26.1%	5.8%	0.7%

Table 14 gives a profile of independent school teachers by total number of years of teaching experience. For each school category, the table shows the total number of full-time teachers in each experience cohort and the percentage this number represents of the total number of full-time teachers in all schools of this category.

Boarding-day schools, secondary schools, and the smallest schools (enrollment below 201) have unusually high percentages of beginning teachers (first experience cohort). The smallest schools also have correspondingly unusual percentages of teachers in each of the top two experience cohorts. In

fact there is a general pattern in which the percentage of more-experienced teachers rises, and the percentage of less-experienced teachers falls, as school size increases.

The table fails to indicate how the number of teachers of *substantial* experience diminishes in comparison with the numbers in all other cohorts. Assuming that many teachers devote virtually full professional careers to teaching, beginning at about the age of 22 or 23, then total experience can theoretically reach more than 40 years. Thus, in terms of experience, the 21+ cohort encompasses a 20+ year range of experience. Yet there are fewer teachers in this

Table 14. Profile of Teachers By Experience, 1990-91

Total years teaching	0-5		6-10		11-15		16-20		21+		All Teach.
	No.	%	No.	%	No.	%	No.	%	No.	%	
School Type											
Boarding	285	29%	201	21%	177	18%	127	13%	178	18%	968
Boarding-day	1,108	32	737	21	526	15	409	12	672	19	3,452
Day	4,745	21	4,996	22	5,114	23	4,030	18	3,804	17	22,689
Day-boarding	622	21	627	22	593	20	519	18	550	19	2,911
Girls'	729	23	712	22	717	23	533	17	483	15	3,174
Boys'	778	27	536	19	519	18	479	17	573	20	2,885
Coed	5,253	22	5,313	22	5,174	22	4,073	17	4,148	17	23,961
Elementary	1,160	24	1,164	24	1,104	23	714	15	616	13	4,758
Elem/secondary	1,819	11	3,946	24	4,044	25	3,365	20	3,255	20	16,429
Secondary	3,781	43	1,451	16	1,262	14	1,006	11	1,333	15	8,833
School Size											
Under 201 students	1,021	33	795	26	572	19	361	12	316	10	3,065
201-300	1,151	27	1,032	24	894	21	593	14	546	13	4,216
301-500	1,870	24	1,730	22	1,701	21	1,330	17	1,287	16	7,918
501-700	1,066	20	1,058	20	1,127	22	954	18	1,019	20	5,224
Over 700	1,652	17	1,946	20	2,116	22	1,847	19	2,036	21	9,597
Region											
New England	1,477	26	1,235	22	1,018	18	831	15	1,078	19	5,639
East	1,143	25	905	20	863	19	754	17	854	19	4,519
Middle Atlantic	1,212	22	1,213	22	1,234	23	863	16	948	17	5,470
Southeast	901	20	920	21	1,065	24	870	20	689	16	4,445
Midwest	662	19	793	23	770	22	694	20	600	17	3,519
Southwest	511	19	572	22	590	22	476	18	502	19	2,651
West	827	23	883	24	846	23	573	16	533	15	3,662
Territories	27	23	40	35	24	21	24	21	0	0	115
ALL SCHOOLS	6,760	23%	6,561	22%	6,410	21%	5,085	17%	5,204	17%	30,020

cohort than in all but one of the other four designated cohorts. In other words, while the numbers of teachers in the five experience cohorts are roughly comparable, the implication is that 83 percent of all teachers are in the 0-20 years range of experience. This represents roughly the first half of a complete professional career, while only 17 percent fall in the 20-40 year range. The reason for this attenuation of teacher numbers at the high end of the experience range are presumably complex. They may include

teachers' choices to leave the profession in favor of academic administration or other careers. They may also include the effects of explicit or implicit teacher salary scales (48% of member schools use explicit teacher salary scales) which offer experience-related increments that are relatively smaller for the 21+ experience group than for the 0-20 group. This phenomenon is explored in the discussion of the relationship between salary and experience on pages 19-20 with relation to Table 16.

Table 15. Determinants of Teacher Salary, 1990-91

Determinant	Most imp.	Very imp.	Somewhat imp.	Less imp.	Least imp.	No response
Total years teaching	40.6%	38.1%	17.3%	3.2%	0.8%	0.0%
Years at current school	26.3	34.7	21.5	7.0	8.6	1.9
Merit/performance	33.6	27.1	14.1	7.5	15.0	2.7
Teaching load	19.1	40.9	18.1	8.6	10.8	2.5
Degrees/credits	20.5	37.3	30.8	7.2	3.4	0.8

Table 15, above, displays the relative importance of the top five criteria used by schools in determining teacher salaries.

Nearly 79 percent of schools report that "total years of teaching experience" is either "most important" or "very important" in determining teacher salary levels. Approximately 60 percent of schools report as "most important" or "very important" each of the next four criteria — years at the current school, merit/performance, teaching load, and degrees/credits — in determining salary levels. One third of all schools report that merit/performance is a "most important" factor.

A look at teacher salary determinants by school type, school size, and region reveals that the total years teaching factor is reported as "most important" or "very important" in the majority of all school-type classifications. The exceptions exist in boys' schools, where "years at current school" is rated slightly higher than "total years teaching," and in schools in the Southeast, where "degrees/credits" is rated the highest. The second highest — rated determinant of teacher salary varied among school classifications. For example, "teacher load" and "degrees/credits" were rated second in girls' schools, while "merit/performance" was rated second in coeducational

schools. "Years at current school" was rated second highest in elementary schools and in secondary schools, but the merit/performance determinant was rated as second among elementary/secondary schools. Smaller schools rated years at current school as the second most significant factor in determining teacher salaries, but the larger schools (greater than 500 students) listed merit/performance as second in importance behind total years teaching. Among regions, schools in New England and in the East rated years at current school as second, while most of the other regions had merit/performance as the second most significant factor in determining teacher salaries.

This first inquiry into teaching salary determinants responds to a long-standing concern that NAIS teacher salary figures have been of limited value because of the absence of information about criteria used in setting salaries and about how faculty descriptive data are related to these criteria. As with other topics explored in the tuition and salary survey and publication, a more detailed analysis is available for specifically-designed samples of schools through the customized special report service of the NAIS department of research and information services.

Table 16 shows the medians of average, full-time, 1990-91 teacher salaries by total number of years of teaching experience. Schools reported the average salary of all full-time teachers in each of five experience cohorts. The medians of these averages, for each category of schools, are shown in the table. "Experience" means *total* years of teaching experience at *all* institutions, not only at the current school.

Factors influencing teacher salary levels can be divided into three categories. "Structural factors" are those having to do with characteristic differences

between institutions, such as those between boarding and day schools, elementary and secondary schools, or large and small schools. Such differences are closely tied to mission and therefore subject to change only through extended and fundamental planning processes. "Resource factors" are those related to short and medium term institutional strength and to associated policy orientations. They include, for example, financial assets and condition, and board priorities. These play significant roles in determining teacher salaries; they distinguish schools that are structurally similar; and they are subject to change without reference to institutional mission. Finally,

Table 16. Medians of Teacher Average Salary By Experience, 1990-91

Total years teaching	0-5	6-10	11-15	16-20	21+
School Type					
Boarding	\$17,843	\$21,400	\$23,675	\$25,949	\$30,240
Boarding-day	16,946	21,903	24,320	27,500	31,200
Day	21,842	25,173	28,441	30,971	33,730
Day-boarding	19,793	22,770	25,934	28,855	33,062
Girls'	20,916	24,404	27,190	30,000	34,000
Boys'	21,208	25,180	28,868	31,547	34,542
Coed	20,752	24,200	27,130	29,777	32,893
Elementary	21,171	24,805	27,627	29,807	31,934
Elem/secondary	21,497	24,558	27,550	30,219	33,608
Secondary	19,510	23,640	26,269	29,802	33,600
School Size					
Under 201 students	18,441	21,928	24,061	25,850	28,632
201-300	20,027	23,636	26,506	28,622	31,204
301-500	21,787	25,558	28,809	31,203	34,000
501-700	21,751	25,676	29,633	31,239	35,525
Over 700	23,397	26,602	30,021	33,740	36,225
Region					
New England	20,168	24,177	27,533	30,227	34,047
East	22,800	27,000	29,915	33,085	35,644
Middle Atlantic	20,160	23,792	26,720	29,413	32,550
Southeast	20,315	22,733	25,325	26,675	29,664
Midwest	20,716	23,999	26,356	29,775	32,967
Southwest	20,688	23,450	25,835	27,034	30,548
West	23,742	27,258	30,000	33,200	36,934
ALL SCHOOLS	\$20,790	\$24,309	\$27,190	\$29,699	\$32,310

"teaching factors" are those directly related to teachers and teaching, such as experience, student load, merit or performance rating, and consideration for extra duties.

For many years, *NAIS Statistics* have included analyses of teacher salary data by school and student characteristics (boarding/day, single-sex/coed, enrollment size, grade range, and geographic region), thus addressing differences attributable to structural factors. This year, in Tables 14 through 16, the results of a first exploration of teaching factors are presented.

Linear regression analysis indicates that approximately one third of the variation in teacher salaries among schools, for the 0-to-20 years range of

experience, is attributable to the total years of experience factor. This analysis further suggests, that in day schools, each additional year of teaching experience is reflected in a salary increment of approximately \$600. The corresponding figure for boarding schools is \$520.

If it is recalled that the 21+ cohort theoretically includes teachers with experience ranging from 21 to about 40 years, average salaries for this cohort are low in comparison to those for the 0-to-20 year experience range. While it is beyond the scope of this analysis to reveal the reasons for this disparity, it seems likely that there is some connection between it and the experience distribution among independent school teachers, only 17 percent of whom have more than 20 years total experience.

ADMINISTRATOR AND STAFF SALARIES

Median cash salaries for administrators and other professional staff are presented in Table 17. Also shown are the overall range of salaries, the top 10 percent, and the middle 50 percent for each administrator or staff position.

The salaries shown are full-time cash salaries. The salaries of personnel receiving stipends or nominal compensation, as for example in some church-related schools, are not included. In schools where some administrators perform more than one administrative role, the entire salaries of such

administrators are allocated against their primary administrative roles. In cases where more than one person holds a particular administrative title, the salary used in the analysis for Table 17 is the higher or highest of the associated salaries.

Notably, in addition to the salaries of presidents and school heads, those of business officers and development officers now include some six-figure compensation levels. The highest salaries for assistant heads, middle school heads, and directors of studies are now in the \$90,000's.

Table 17. Administrator and Staff Salaries, 1990-91

Position	No. of schools	Median	Range	Top 10%	Mid 50%
President	56	\$62,750	\$26,000 - 155,000	\$ 99,000 - 155,000	\$50,000 - 84,800
Head	782	70,000	15,094 - 162,000	102,000 - 162,000	56,000 - 84,500
Associate head	72	49,250	25,200 - 89,500	70,000 - 89,500	39,808 - 60,000
Assistant head	304	45,000	19,150 - 90,000	63,400 - 90,000	36,900 - 54,000
Upper school head	353	45,000	12,500 - 96,400	60,000 - 96,400	38,000 - 52,000
Middle school head	385	41,000	13,294 - 93,200	54,307 - 93,200	34,000 - 47,700
Lower school head	380	42,473	13,294 - 85,000	54,550 - 85,000	35,100 - 49,130
Business officer	734	42,000	12,252 - 100,000	66,000 - 100,000	32,200 - 54,000
Development officer	606	38,075	10,500 - 100,000	57,202 - 100,000	30,300 - 48,024
Admission officer	606	35,000	14,000 - 66,600	48,000 - 66,600	28,520 - 42,000
Financial aid officer	64	32,950	12,000 - 65,400	44,570 - 65,400	25,175 - 40,800
Alumni/ae officer	246	27,020	12,000 - 69,300	41,475 - 69,300	23,000 - 33,510
Dean of students	352	34,442	12,694 - 68,000	48,000 - 68,000	28,800 - 42,000
Director of studies	311	37,800	13,400 - 92,900	50,000 - 92,900	32,000 - 44,075
Athletic director	607	32,500	10,500 - 66,000	46,070 - 66,000	26,118 - 39,746
Librarian	682	27,900	10,335 - 56,000	38,600 - 56,000	23,000 - 32,600
College counselor	431	33,800	14,000 - 70,000	47,500 - 70,000	27,433 - 40,750
Academic dept. head	529	37,400	16,812 - 69,700	48,200 - 69,700	31,500 - 42,925
Dir. of physical plant	511	32,550	13,566 - 67,500	45,000 - 67,500	26,200 - 39,300

One year changes (1989-90 to 1990-91) in median administrator and professional staff salaries are shown in Table 18. When adjusted for inflation, 11 of 19 median salaries show increases, the average increase being 1.8 percent. Eight of the 19 median

salaries decreased, when adjusted for inflation, by an average of 2.3 percent.

Ranking 1990-91 median administrator and staff salaries in descending order of their ratio to heads'

Table 18. Administrator and Staff Median Salaries and Percent Changes, 1989-90 and 1990-91

Position	1989-90	1990-91	Actual \$ % change	Current \$ % change
President	\$64,250	\$62,750	-2.3%	-7.0%
Head	65,000	70,000	7.7	2.6
Associate head	47,500	49,250	3.7	-1.3
Assistant head	42,000	45,000	7.1	2.0
Upper school head	43,000	45,000	4.7	-0.3
Middle school head	37,388	41,000	9.7	4.4
Lower school head	40,000	42,473	6.2	1.1
Business officer	39,859	42,000	5.4	0.4
Development officer	35,900	38,075	6.1	1.0
Admission officer	33,000	35,000	6.1	1.0
Financial aid officer	33,300	32,950	-1.1	-5.8
Alumni/ae officer	26,250	27,020	2.9	-2.0
Dean of students	33,000	34,442	4.4	-0.6
Director of studies	35,000	37,800	8.0	2.9
Athletic director	31,000	32,500	4.8	-0.2
Librarian	26,075	27,900	7.0	1.9
College counselor	32,500	33,800	4.0	-1.0
Academic dept. head	35,200	37,400	6.3	1.2
Dir. of physical plant	30,500	32,550	6.7	1.6

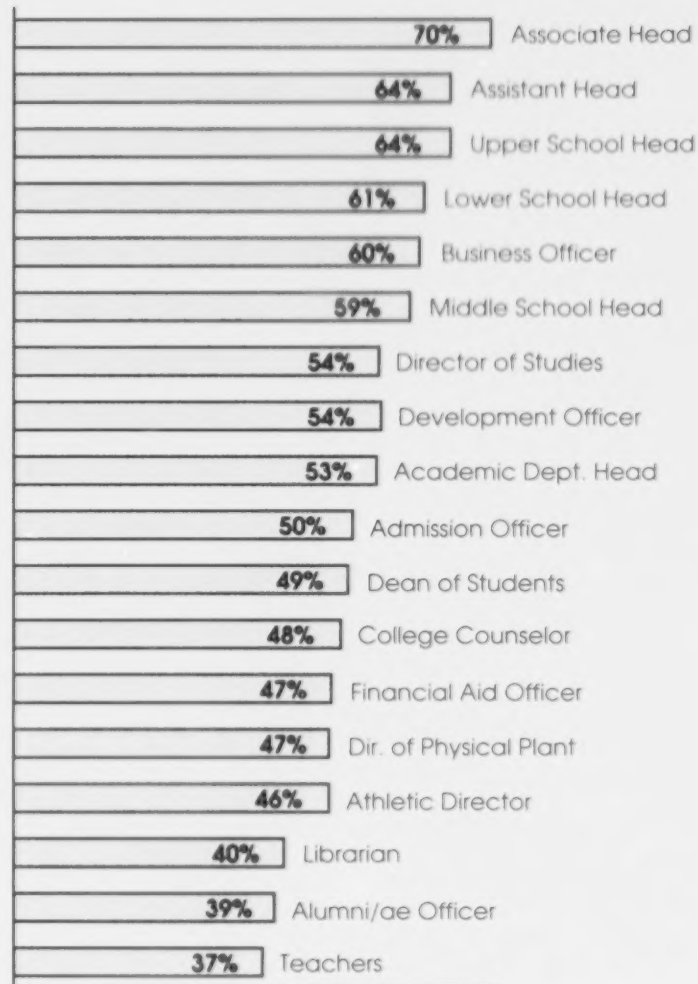
salaries yields a list in which the top ten (excluding president) are: associate head (median salary = 70% of median head salary), assistant head and upper school head (64%), lower school head (61%), business officer (60%), middle school head (59%), director of studies and development officer (54%), highest paid academic department head (53%), and admission officer (50%). The ratios for all 17 positions (plus teachers) are shown in Figure 1 on page 23. Because factors such as performance, load, experience, and school financial condition almost certainly have

significant influences on administrator and staff salaries, this ranking cannot be interpreted as an accurate indication of the way in which schools assess the levels of responsibility of the various positions. While an analysis of salary determinants has been undertaken and is reported elsewhere in this publication for *teachers*, a corresponding exploration of factors affecting *administrator and staff* salary levels is substantially more complicated and has not yet been attempted.

Figure 1 also illustrates that the teacher median salary in 1990-91 is just over one-third of the head median salary. Over the five-year period beginning

in 1986-87, the ratio of teacher median salaries to head median salaries has remained virtually constant (38% in 1986-87 and 37% in 1990-91).

Figure 1. Staff Median Salaries as a Percentage of Head Salaries, 1990-91



Median administrator and staff cash salaries for 1990-91 are shown in relationship to housing benefits in Table 19.⁹ When a school provides and assumes the cost of housing or makes a significant contribution to the cost of employee-owned housing, this is likely to be one of the most substantial benefits received in addition to salary. The interpretation of the administrator and staff salaries shown in Table 17 is therefore helped by the additional information presented below in Table 19.

There is some indication that schools may have two different rationales for determining the role of housing benefits in administrator compensation - one for higher paid administrators and another for lower salaried administrative personnel. Among median cash salaries for the nine relatively higher-paid positions (excluding presidents), those for personnel receiving school provided housing are higher than those for personnel with no housing benefit in 7 of 9 cases (78%). By contrast, among

median salaries for the nine relatively lower-paid positions, those for personnel with no housing benefit are higher than those for personnel receiving school provided housing in 8 of 9 cases (89%). This suggests a loose or indirect connection between salaries and housing benefits for the higher paid administrators, with each component being viewed independently as a contribution to a total compensation package. For the lower paid administrative positions, on the other hand, the relationship between salaries and housing suggests that they are to some extent seen as interchangeable components of total compensation: higher salaries without housing benefits are comparable to lower salaries with housing benefits. It is possible that the difference between these two rationales may be partly explained by the stronger influence of teachers' salaries (frequently associated with explicit scales and an emphasis on equity) on the lower administrator salaries than on the higher ones.

Table 19. Administrator and Staff Housing Benefits, 1990-91

Position	Provided By School		Housing Assistance		No Housing Benefit	
	% of total	Median salary	% of total	Median salary	% of total	Median salary
President	66.1%	\$66,000	5.4%	\$63,000	28.5%	\$60,000
Head	46.4	75,000	11.6	77,000	42.0	65,000
Associate head	36.1	50,200	5.6	62,300	58.3	45,600
Assistant head	27.0	42,590	3.0	45,000	70.0	45,000
Upper school head	11.9	45,242	3.4	50,850	84.7	45,000
Middle school head	9.1	40,000	2.6	40,750	88.3	41,000
Lower school head	4.7	44,882	2.6	43,546	92.7	42,325
Business officer	10.9	50,009	3.3	54,000	85.8	40,552
Development officer	13.2	43,350	3.1	53,000	83.7	37,200
Admission officer	19.1	36,500	2.2	35,000	78.7	34,805
Financial aid officer	40.6	25,538	6.3	37,350	53.1	35,168
Alumni/ae officer	14.6	25,000	2.1	22,800	83.3	27,772
Dean of students	40.6	31,800	3.4	36,484	56.0	35,700
Director of studies	32.2	35,896	3.5	40,716	64.3	38,500
Athletic director	20.8	30,000	2.3	32,100	76.9	33,400
Librarian	7.8	27,400	1.8	27,200	90.4	27,900
College counselor	19.9	31,300	4.2	39,950	75.9	34,500
Academic dept. head	15.9	34,400	4.1	38,525	80.0	37,695
Dir. of physical plant	17.4	33,500	2.9	33,500	79.7	32,000

Recent trends in median head salaries are shown in Tables 20 and 21.¹⁰ The analysis reveals striking differences in 5-year salary increases between heads of day-boarding schools (up 53%) and heads of boarding schools (up 34%); and between heads of New England schools (up 57%) and heads of schools in the Southwest (up 34%). In fact, contrasting with the 57 percent, 5-year increase in median head salaries in New England, increases in the other six geographic regions ranged from 34 to 45 percent.

By comparison with Table 20, the 1989-90 mean of maximum salaries paid to public school senior high school principals was \$56,934. The 1989-90 mean for junior high school/middle school principals was \$53,739; for elementary school principals, it was \$51,488. All public school salaries are scheduled salaries for schools enrolling between 300-2,499 students. The 1989-90 mean for superintendents in public school systems was \$63,329.¹¹ The NAIS median salary for the same year was \$65,000.

Table 20. Head Median Salaries, 1985-86 and 1987-88 to 1990-91

	1985-86	1987-88	1988-89	1989-90	1990-91
School Type					
Boarding	\$41,200	\$42,000	\$47,500	\$54,500	\$55,000
Boarding-day	48,000	56,000	57,000	66,700	70,000
Day	50,000	57,750	61,105	65,135	70,000
Day-boarding	45,000	57,000	61,250	65,100	69,000
Girls'	48,000	56,000	60,500	65,520	69,000
Boys'	55,200	61,500	66,873	70,000	75,922
Coed	48,000	57,000	60,000	65,000	70,000
Elementary	—	51,359	54,952	59,002	64,500
Elem/secondary	—	62,500	65,912	70,000	75,000
Secondary	—	53,500	55,000	65,000	68,250
School Size					
Under 201 students	—	—	45,000	50,400	55,000
201-300	—	—	57,000	60,000	65,000
301-500	—	—	65,000	70,000	75,581
501-700	—	—	70,100	75,000	81,500
Over 700	—	—	81,600	87,500	95,000
Region					
New England	45,564	55,300	60,000	65,050	71,400
East	53,700	61,030	65,127	70,000	74,250
Middle Atlantic	47,750	55,000	59,000	63,500	66,226
Southeast	47,000	55,200	58,900	63,000	68,000
Midwest	49,750	58,000	60,000	65,812	69,822
Southwest	51,521	60,000	58,875	65,500	68,840
West	51,500	58,500	61,250	66,000	71,862
ALL SCHOOLS	\$50,000	\$57,000	\$60,000	\$65,000	\$70,000

Table 21 summarizes percent changes in head median salaries in actual and current dollars since 1985-86. While the median salary for all heads, after adjustment for inflation, has increased by 13.8

percent since 1985-86 and by 2.6 percent since 1989-90, the medians for heads of boarding, boarding-day, and Middle Atlantic schools have shown losses in purchasing power since last year.

Table 21. Head Median Salaries Percent Changes

	Actual \$ 85/86-90/91 % change	Current \$ 85/86-90/91 % change	Actual \$ 89/90-90/91 % change	Current \$ 89/90-90/91 % change
School Type				
Boarding	33.5%	8.5%	0.9%	-3.9%
Boarding-day	45.8	18.6	4.9	-0.1
Day	40.0	13.8	7.5	2.4
Day-boarding	53.3	24.7	6.0	0.9
Girls'	43.8	16.9	5.3	0.3
Boys'	37.5	11.8	8.5	3.3
Coed	45.8	18.6	7.7	2.6
Elementary	—	—	9.3	4.1
Elem/secondary	—	—	7.1	2.0
Secondary	—	—	5.0	0.0
School Size				
Under 201 students	—	—	9.1	3.9
201-300	—	—	8.3	3.2
301-500	—	—	8.0	2.8
501-700	—	—	8.7	3.5
Over 700	—	—	8.6	3.4
Region				
New England	56.7	27.4	9.8	4.5
East	38.3	12.4	6.1	1.0
Middle Atlantic	38.7	12.8	4.3	-0.7
Southeast	44.7	17.6	7.9	2.8
Midwest	40.3	14.1	6.1	1.0
Southwest	33.6	8.6	5.1	0.1
West	39.5	13.4	8.9	3.7
ALL SCHOOLS	40.0%	13.8%	7.7%	2.6%

A recent study published by CUPA, the College and University Personnel Association, entitled "Long Run Trends in Administrative Compensation," shows that the inflation-adjusted values of most administrators' salaries in institutions of higher education decreased during the 1980's. Administrators in independent colleges and universities fared better than did those in public

institutions. Although the format of NAIS reporting changed during the 1980's, making direct comparisons difficult, it appears that inflation-adjusted administrator salaries in independent schools increased during this period. Examples are school heads (up approximately 9%); business officers (up 6%); and admission officers (up 16%).

Table 22 presents an analysis of data related to 19 administrator and staff positions yielding a profile in terms of gender, people of color, and teaching duties.

Presidents, school heads, and physical plant directors are predominantly male. Librarians are predominantly female. Nearly 10 percent of physical plant directors, but only 1 percent of heads are people of color. About two thirds of upper school heads and more than half of middle school heads are

male. But 81 percent of lower school heads are female. By comparison with upper school heads and middle school heads, of whom 71 percent and 80 percent respectively are reported as having teaching duties, only 48 percent of lower school heads have teaching duties. This may reflect the homeroom structure of lower schools and the possibility that lower school heads' interactions with parents and teachers are substantially different from those of middle and upper school heads.

Table 22. Administrator and Staff Profile, 1990-91

Position	Percent male	Percent female	Percent people of color	Percent teaching duties
President	89.3%	10.7%	3.6%	23.2%
Head	78.0	22.0	1.0	38.9
Associate head	69.4	30.6	2.8	56.9
Assistant head	64.8	35.2	1.6	67.4
Upper school head	65.4	34.6	1.7	71.1
Middle school head	54.0	46.0	3.1	80.3
Lower school head	18.9	81.1	1.8	48.4
Business officer	55.0	45.0	3.3	8.6
Development officer	35.1	64.9	1.8	8.6
Admission officer	36.6	63.4	2.6	24.3
Financial aid officer	46.9	53.1	6.3	39.1
Alumni/ae officer	26.0	74.0	1.2	10.6
Dean of students	67.6	32.4	3.4	73.9
Director of studies	53.1	46.9	1.6	81.0
Athletic director	74.3	25.7	4.6	81.7
Librarian	11.0	89.0	2.8	38.9
College counselor	45.0	55.0	2.8	55.0
Academic dept. head	66.4	33.6	2.8	96.4
Dir. of physical plant	95.7	4.3	9.0	5.3
ALL SCHOOLS	53.9%	46.1%	3.0%	45.8%

Table 23 shows median 1990-91 administrator and staff salaries for men, women, and people of color.

Median salaries for males exceed or match the overall medians in all 19 positions. Median salaries for female administrators are lower than the overall medians in 19 positions, though the gaps are narrow for deans of students, librarians, and physical plant directors. Median salaries for people of color exceed the overall medians in 6 of the 19 positions, including school head; are lower than the overall medians in 8 positions; and are not calculated because of small sample size in a further 5 positions.

The analysis of administrator and staff salaries by gender and people of color is presented here for the

first time. Readers are reminded that correlation is not sufficient evidence to infer causality. The fact that median salaries for female administrators are consistently lower than the overall medians (and consistently lower than the medians for male administrators) *may* be evidence that women are paid less than men in these positions *because* they are women. But it is also possible that one or more *other factors*, themselves correlated closely with gender, are the *real determinants*. Among the possibilities, it is very likely that experience is one such factor. For example, a 1989 survey of NAIS school heads indicated that the median length of experience in the headship was 7 years for women and 10 years for men.

Table 23. Administrator Median Salaries By Gender and People of Color, 1990-91

Position	All	Male	Female	People of Color
President	\$62,750	\$64,000	\$52,840	—
Head	70,000	72,000	65,000	\$74,463
Associate head	49,250	50,200	43,341	—
Assistant head	45,000	46,579	41,700	34,000
Upper school head	45,000	47,000	42,000	37,647
Middle school head	41,000	43,460	37,660	53,950
Lower school head	42,473	46,123	41,490	46,000
Business officer	42,000	49,340	35,000	35,000
Development officer	38,075	45,000	35,000	37,770
Admission officer	35,000	38,040	32,548	37,500
Financial aid officer	32,950	36,600	29,000	—
Alumni/ae officer	27,020	33,650	26,000	—
Dean of students	34,442	34,709	34,000	31,750
Director of studies	37,800	39,000	36,500	—
Athletic director	32,500	34,100	28,756	32,585
Librarian	27,900	32,600	27,500	28,813
College counselor	33,800	37,307	31,000	26,500
Academic dept. head	37,400	38,700	34,937	32,000
Dir. of physical plant	32,550	32,550	32,000	29,900

Tables 24 through 42 present details of the distribution of 1990-91 annual full-time cash salaries of administrators and staff in active member schools

by school and student type, school size, and geographic region. For each position, categories reporting fewer than five schools are excluded.

Table 24. President Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$49,000	\$41,000 - 80,000	\$ 80,000 - 80,000	\$41,000 - 65,000
Boarding-day	58,100	42,000 - 130,000	125,500 - 130,000	50,000 - 68,250
Day	65,000	26,000 - 155,000	98,000 - 155,000	50,000 - 84,800
Day-boarding	84,000	32,000 - 99,000	99,000 - 99,000	63,000 - 85,000
Girls'	52,840	26,000 - 88,000	88,000 - 88,000	48,000 - 53,180
Boys'	48,557	41,000 - 77,175	77,175 - 77,175	42,000 - 63,000
Coed	67,125	30,000 - 155,000	110,000 - 155,000	55,000 - 87,000
Elementary	49,800	30,000 - 95,000	95,000 - 95,000	32,100 - 49,800
Elem/secondary	77,175	41,000 - 155,000	99,000 - 155,000	57,621 - 87,000
Secondary	58,004	26,000 - 130,000	110,000 - 130,000	46,695 - 75,000
School Size				
Under 201 students	48,000	30,000 - 80,000	72,100 - 80,000	41,000 - 50,000
201-300	60,004	47,115 - 75,000	75,000 - 75,000	50,000 - 66,000
301-500	56,350	32,000 - 130,000	130,000 - 130,000	55,000 - 63,000
501-700	—	—	—	—
Over 700	85,900	45,254 - 155,000	125,500 - 155,000	65,000 - 98,000
Region				
New England	72,100	55,000 - 130,000	130,000 - 130,000	60,008 - 125,000
East	—	—	—	—
Middle Atlantic	54,250	45,254 - 85,000	84,000 - 85,000	48,000 - 63,000
Southeast	87,000	41,000 - 99,000	98,700 - 99,000	62,500 - 94,500
Midwest	62,500	30,000 - 80,000	80,000 - 80,000	46,695 - 75,000
Southwest	59,925	26,000 - 65,000	65,000 - 65,000	32,000 - 60,000
West	51,590	32,100 - 155,000	155,000 - 155,000	47,115 - 70,000
ALL SCHOOLS	\$62,750	\$26,000 - 155,000	\$99,000 - 155,000	\$50,000 - 84,800

Table 25. Head Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$55,000	\$25,000 - 130,000	\$105,000 - 130,000	\$44,200 - 70,000
Boarding-day	70,000	23,000 - 162,000	105,000 - 162,000	55,000 - 84,000
Day	70,000	15,094 - 152,250	102,000 - 152,250	58,000 - 85,000
Day-boarding	69,000	20,500 - 125,000	100,000 - 125,000	53,970 - 80,000
Girls'	69,000	21,300 - 132,000	95,000 - 132,000	54,000 - 80,000
Boys'	75,922	27,429 - 142,000	115,000 - 142,000	55,000 - 90,000
Coed	70,000	15,094 - 162,000	101,500 - 162,000	57,000 - 84,000
Elementary	64,500	30,160 - 125,000	90,000 - 125,000	52,595 - 75,000
Elem/secondary	75,000	15,094 - 152,250	107,400 - 152,250	62,000 - 90,000
Secondary	68,250	20,500 - 162,000	102,000 - 162,000	54,750 - 83,000
School Size				
Under 201 students	55,000	20,500 - 83,000	71,000 - 83,000	46,500 - 62,000
201-300	65,000	21,300 - 142,000	84,000 - 142,000	55,000 - 75,000
301-500	75,581	22,365 - 135,000	102,000 - 135,000	65,000 - 89,250
501-700	81,500	26,000 - 162,000	108,355 - 162,000	71,000 - 95,000
Over 700	95,000	15,094 - 152,250	120,000 - 152,250	80,000 - 110,000
Region				
New England	71,400	20,500 - 162,000	98,000 - 162,000	57,750 - 84,500
East	74,250	32,240 - 152,250	115,000 - 152,250	59,000 - 90,000
Middle Atlantic	66,226	21,300 - 142,000	101,610 - 142,000	52,920 - 82,852
Southeast	68,000	31,724 - 117,000	89,000 - 117,000	60,000 - 76,850
Midwest	69,822	15,094 - 121,000	96,000 - 121,000	51,000 - 84,500
Southwest	68,840	26,000 - 150,000	106,000 - 150,000	53,523 - 83,500
West	71,862	23,000 - 125,000	105,000 - 125,000	59,400 - 85,565
ALL SCHOOLS	\$70,000	\$15,094 - 162,000	\$102,000 - 162,000	\$56,000 - 84,500

Table 26. Associate Head Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$47,700	\$25,200 - 89,500	\$89,500 - 89,500	\$35,000 - 49,000
Boarding-day	57,136	30,000 - 86,000	69,000 - 86,000	45,600 - 60,000
Day	50,000	30,000 - 85,112	75,000 - 85,112	40,733 - 57,750
Day-boarding	40,000	26,400 - 62,900	59,600 - 62,900	32,200 - 48,257
Girls'	41,850	32,200 - 54,400	50,562 - 54,400	38,000 - 46,000
Boys'	47,700	25,200 - 89,500	75,845 - 89,500	35,000 - 54,600
Coed	50,000	26,400 - 86,000	70,000 - 86,000	40,733 - 60,000
Elementary	40,000	33,000 - 50,000	49,000 - 50,000	38,700 - 43,170
Elem/secondary	54,700	30,000 - 89,500	81,551 - 89,500	43,700 - 65,000
Secondary	49,500	25,200 - 86,000	68,500 - 86,000	35,000 - 59,600
School Size				
Under 201 students	38,350	25,200 - 60,000	56,000 - 60,000	32,500 - 40,000
201-300	47,700	26,400 - 60,000	59,600 - 60,000	40,000 - 49,500
301-500	47,500	32,200 - 89,500	68,500 - 89,500	37,500 - 50,562
501-700	52,300	41,000 - 61,000	61,000 - 61,000	48,257 - 54,600
Over 700	62,900	39,808 - 86,000	85,112 - 86,000	56,200 - 70,350
Region				
New England	50,000	25,200 - 69,000	60,000 - 69,000	40,000 - 57,136
East	56,000	30,000 - 86,000	85,112 - 86,000	42,000 - 68,500
Middle Atlantic	49,250	26,400 - 81,551	75,845 - 81,551	37,500 - 53,325
Southeast	45,600	30,000 - 70,350	62,900 - 70,350	40,733 - 54,600
Midwest	61,000	35,000 - 89,500	89,500 - 89,500	60,000 - 61,000
Southwest	—	—	—	—
West	41,585	32,500 - 50,562	50,562 - 50,562	39,808 - 49,000
ALL SCHOOLS	\$49,250	\$25,200 - 89,500	\$70,000 - 89,500	\$39,808 - 60,000

Table 27. Assistant Head Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$37,500	\$23,540 - 70,000	\$48,000 - 70,000	\$35,000 - 40,000
Boarding-day	41,475	21,000 - 75,300	58,000 - 75,300	35,000 - 52,200
Day	47,125	19,150 - 90,000	65,000 - 90,000	38,000 - 55,000
Day-boarding	41,275	26,000 - 65,000	57,000 - 65,000	34,200 - 50,000
Girls'	40,862	20,022 - 76,500	55,000 - 76,500	35,000 - 48,000
Boys'	48,000	21,000 - 84,000	66,000 - 84,000	35,000 - 57,000
Coed	45,000	19,150 - 90,000	62,748 - 90,000	37,000 - 54,000
Elementary	41,750	19,150 - 84,000	56,332 - 84,000	34,000 - 51,700
Elem/secondary	49,900	22,000 - 90,000	70,000 - 90,000	41,334 - 58,400
Secondary	41,600	20,022 - 75,300	58,025 - 75,300	36,100 - 51,000
School Size				
Under 201 students	35,000	19,150 - 53,000	44,550 - 53,000	30,450 - 40,000
201-300	41,500	20,022 - 66,278	52,400 - 66,278	36,300 - 48,000
301-500	49,800	25,000 - 84,000	63,000 - 84,000	40,970 - 55,000
501-700	51,925	20,650 - 76,500	63,400 - 76,500	44,000 - 58,000
Over 700	57,700	30,000 - 90,000	75,600 - 90,000	50,000 - 66,300
Region				
New England	42,000	22,000 - 75,300	60,418 - 75,300	36,900 - 52,000
East	50,000	21,000 - 90,000	70,000 - 90,000	40,000 - 58,300
Middle Atlantic	44,500	19,150 - 80,000	60,700 - 80,000	35,000 - 53,333
Southeast	42,000	26,000 - 68,500	64,000 - 68,500	35,000 - 45,274
Midwest	45,000	25,000 - 84,000	63,400 - 84,000	37,500 - 55,888
Southwest	40,000	20,650 - 70,000	54,000 - 70,000	31,500 - 49,820
West	47,935	25,000 - 75,600	60,650 - 75,600	40,125 - 53,500
ALL SCHOOLS	\$45,000	\$19,150 - 90,000	\$63,400 - 90,000	\$36,900 - 54,000

Table 28. Upper School Head Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$37,987	\$29,800 - 50,000	\$50,000 - 50,000	\$33,589 - 40,000
Boarding-day	34,097	22,600 - 63,500	43,750 - 63,500	30,500 - 40,075
Day	45,983	13,294 - 96,400	60,000 - 96,400	39,053 - 52,300
Day-boarding	46,500	12,500 - 73,000	61,224 - 73,000	37,600 - 55,000
Girls'				
Boys'	43,100	20,500 - 60,060	55,125 - 60,060	38,000 - 50,000
Coed	48,899	22,600 - 85,000	67,200 - 85,000	39,975 - 52,300
	45,157	12,500 - 96,400	60,000 - 96,400	37,300 - 52,000
Elementary				
Elem/secondary	41,500	20,000 - 67,200	55,000 - 67,200	34,000 - 45,000
Secondary	46,350	13,294 - 96,400	60,000 - 96,400	39,655 - 52,840
	38,000	12,500 - 85,000	62,650 - 85,000	35,000 - 47,200
School Size				
Under 201 students	32,750	12,500 - 42,000	40,000 - 42,000	29,800 - 37,250
201-300	37,475	16,267 - 62,500	50,000 - 62,500	33,000 - 44,000
301-500	42,000	22,500 - 67,200	52,525 - 67,200	36,414 - 47,500
501-700	48,840	21,800 - 76,000	59,657 - 76,000	42,600 - 52,865
Over 700	52,000	13,294 - 96,400	65,000 - 96,400	46,043 - 60,000
Region				
New England	43,000	12,500 - 66,780	56,020 - 66,780	35,000 - 47,000
East	49,250	24,000 - 82,000	63,000 - 82,000	40,369 - 55,000
Middle Atlantic	45,000	20,500 - 78,300	60,060 - 78,300	41,500 - 52,000
Southeast	41,300	16,267 - 65,000	55,000 - 65,000	34,225 - 50,000
Midwest	45,600	13,294 - 80,000	60,000 - 80,000	40,000 - 50,700
Southwest	43,400	31,500 - 62,500	60,000 - 62,500	37,000 - 50,000
West	47,214	23,004 - 96,400	60,000 - 96,400	37,600 - 54,000
ALL SCHOOLS	\$45,000	\$12,500 - 96,400	\$60,000 - 96,400	\$38,000 - 52,000

Table 29. Middle School Head Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$37,022	\$15,550 - 54,030	\$54,030 - 54,030	\$35,000 - 37,044
Boarding-day	30,159	18,000 - 45,000	42,000 - 45,000	28,750 - 32,046
Day	42,000	13,294 - 93,200	55,125 - 93,200	35,000 - 48,600
Day-boarding	36,047	21,100 - 52,400	49,900 - 52,400	30,474 - 42,250
Girls'	39,257	20,000 - 63,000	53,000 - 63,000	36,000 - 45,000
Boys'	45,970	24,270 - 67,000	57,400 - 67,000	37,000 - 52,232
Coed	41,000	13,294 - 93,200	54,307 - 93,200	33,550 - 47,000
Elementary	41,353	22,000 - 67,000	52,000 - 67,000	32,100 - 45,905
Elem/secondary	41,857	13,294 - 93,200	55,000 - 93,200	35,000 - 49,700
Secondary	34,750	15,550 - 63,000	52,000 - 63,000	28,000 - 42,500
School Size				
Under 201 students	27,800	15,550 - 42,000	37,000 - 42,000	24,270 - 31,000
201-300	33,809	20,000 - 59,400	43,050 - 59,400	30,000 - 38,150
301-500	42,000	22,680 - 67,000	52,500 - 67,000	35,310 - 46,500
501-700	43,500	25,000 - 61,400	54,000 - 61,400	37,000 - 48,000
Over 700	48,150	13,294 - 93,200	60,000 - 93,200	41,715 - 54,030
Region				
New England	39,000	18,000 - 60,300	51,360 - 60,300	32,400 - 45,000
East	45,540	24,270 - 75,000	60,000 - 75,000	37,000 - 52,900
Middle Atlantic	39,280	20,000 - 63,000	53,800 - 63,000	34,000 - 46,500
Southeast	37,716	15,550 - 52,000	48,615 - 52,000	31,500 - 43,500
Midwest	41,700	13,294 - 72,518	55,650 - 72,518	37,000 - 48,000
Southwest	39,627	27,000 - 60,000	55,209 - 60,000	33,550 - 51,100
West	42,500	23,004 - 93,200	57,780 - 93,200	35,000 - 48,000
ALL SCHOOLS	\$41,000	\$13,294 - 93,200	\$54,307 - 93,200	\$34,000 - 47,700

Table 30. Lower School Head Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	—	—	—	—
Boarding-day	—	—	—	—
Day	\$42,445	\$13,294 - 85,000	\$55,000 - 85,000	\$35,220 - 49,200
Day-boarding	43,350	24,200 - 65,400	54,350 - 65,400	36,000 - 46,500
Girls'	42,347	20,500 - 60,000	55,000 - 60,000	37,500 - 49,820
Boys'	48,500	28,900 - 85,000	65,400 - 85,000	37,500 - 51,975
Coed	42,000	13,294 - 73,000	54,350 - 73,000	34,000 - 48,500
Elementary	38,400	19,000 - 67,000	52,642 - 67,000	31,900 - 47,100
Elem/secondary	43,500	13,294 - 73,000	55,100 - 73,000	37,000 - 50,000
Secondary	42,400	28,900 - 85,000	85,000 - 85,000	28,900 - 48,000
School Size				
Under 201 students	29,100	19,000 - 42,446	39,500 - 42,446	24,965 - 32,050
201-300	35,100	18,100 - 59,400	46,200 - 59,400	30,000 - 38,000
301-500	40,369	19,500 - 67,000	50,700 - 67,000	35,581 - 46,090
501-700	45,750	26,700 - 65,400	55,100 - 65,400	40,530 - 49,800
Over 700	49,940	13,294 - 85,000	61,300 - 85,000	43,491 - 54,340
Region				
New England	37,100	23,000 - 56,000	50,700 - 56,000	33,325 - 42,400
East	45,270	20,140 - 73,000	62,100 - 73,000	37,200 - 53,000
Middle Atlantic	41,800	19,500 - 65,400	53,560 - 65,400	35,000 - 48,899
Southeast	39,450	19,000 - 56,000	48,740 - 56,000	31,800 - 45,000
Midwest	46,220	13,294 - 68,193	56,000 - 68,193	37,501 - 52,642
Southwest	44,750	30,320 - 58,000	53,000 - 58,000	37,000 - 47,300
West	46,000	23,500 - 85,000	59,000 - 85,000	41,300 - 49,325
ALL SCHOOLS	\$42,473	\$13,294 - 85,000	\$54,550 - 85,000	\$35,100 - 49,130

Table 31. Business Officer Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$38,894	\$18,000 - 73,000	\$59,000 - 73,000	\$29,400 - 47,000
Boarding-day	46,305	17,000 - 94,000	72,750 - 94,000	35,000 - 58,500
Day	41,035	12,252 - 100,000	64,260 - 100,000	32,000 - 52,600
Day-boarding	47,600	14,000 - 94,300	67,500 - 94,300	36,000 - 57,300
Girls'	45,000	17,000 - 82,000	61,000 - 82,000	36,750 - 52,700
Boys'	46,287	18,000 - 85,000	66,000 - 85,000	36,000 - 59,000
Coed	40,850	12,252 - 100,000	66,300 - 100,000	32,000 - 53,000
Elementary	37,427	12,252 - 84,000	55,400 - 84,000	29,000 - 45,523
Elem/secondary	45,460	14,390 - 100,000	66,300 - 100,000	35,000 - 57,500
Secondary	42,894	17,000 - 94,300	70,000 - 94,300	33,100 - 55,000
School Size				
Under 201 students	32,000	14,000 - 65,200	45,500 - 65,200	25,014 - 39,500
201-300	37,340	12,252 - 73,000	53,000 - 73,000	31,000 - 46,300
301-500	45,000	15,000 - 85,288	62,000 - 85,288	35,000 - 55,200
501-700	50,800	20,000 - 85,020	71,100 - 85,020	43,000 - 61,100
Over 700	57,600	24,948 - 100,000	78,324 - 100,000	48,000 - 66,000
Region				
New England	43,200	14,840 - 94,300	71,000 - 94,300	36,500 - 56,238
East	50,000	17,000 - 86,625	73,710 - 86,625	38,800 - 61,000
Middle Atlantic	42,000	15,200 - 75,000	62,000 - 75,000	32,144 - 53,500
Southeast	35,000	12,252 - 90,000	53,040 - 90,000	25,600 - 48,000
Midwest	39,848	15,500 - 82,757	64,800 - 82,757	32,000 - 48,300
Southwest	39,140	15,000 - 100,000	71,000 - 100,000	29,400 - 51,300
West	44,377	15,600 - 99,000	66,000 - 99,000	35,640 - 52,500
ALL SCHOOLS	\$42,000	\$12,252 - 100,000	\$66,000 - 100,000	\$32,200 - 54,000

Table 32. Development Officer Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$32,000	\$10,500 - 80,000	\$57,096 - 80,000	\$26,500 - 41,000
Boarding-day	41,200	14,800 - 100,000	64,000 - 100,000	34,650 - 53,200
Day	37,450	12,000 - 82,000	55,000 - 82,000	30,000 - 47,500
Day-boarding	41,500	16,500 - 100,000	58,300 - 100,000	31,800 - 52,524
Girls'	38,000	12,000 - 69,550	55,500 - 69,550	30,300 - 47,250
Boys'	43,506	22,900 - 73,600	58,000 - 73,600	34,495 - 53,000
Coed	37,615	10,500 - 100,000	57,750 - 100,000	30,000 - 48,000
Elementary	34,000	15,900 - 60,000	45,000 - 60,000	27,768 - 39,000
Elem/secondary	40,000	15,000 - 100,000	58,000 - 100,000	31,800 - 49,968
Secondary	40,000	10,500 - 100,000	62,500 - 100,000	31,000 - 51,360
School Size				
Under 201 students	31,500	10,500 - 60,000	42,000 - 60,000	23,500 - 38,000
201-300	34,825	12,000 - 70,000	48,024 - 70,000	28,000 - 41,200
301-500	40,000	15,000 - 100,000	55,000 - 100,000	32,900 - 47,600
501-700	45,689	20,350 - 100,000	63,000 - 100,000	32,500 - 54,400
Over 700	49,284	19,894 - 80,000	66,500 - 80,000	41,340 - 57,000
Region				
New England	39,500	12,000 - 100,000	62,000 - 100,000	33,700 - 52,030
East	41,000	10,500 - 69,550	62,000 - 69,550	34,000 - 50,000
Middle Atlantic	36,750	14,800 - 76,500	55,000 - 76,500	27,250 - 49,000
Southeast	33,640	16,489 - 73,600	51,000 - 73,600	27,000 - 43,000
Midwest	35,300	15,500 - 82,757	64,800 - 82,757	32,000 - 48,300
Southwest	33,000	15,000 - 100,000	57,200 - 100,000	28,700 - 42,400
West	41,340	16,800 - 82,000	58,300 - 82,000	33,390 - 48,024
ALL SCHOOLS	\$38,075	\$10,500 - 100,000	\$57,202 - 100,000	\$30,300 - 48,024

Table 33. Admission Officer Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$31,294	\$16,960 - 63,671	\$47,600 - 63,671	\$25,200 - 36,187
Boarding-day	36,000	18,000 - 66,000	50,000 - 66,000	29,500 - 40,500
Day	35,910	14,000 - 66,600	48,000 - 66,600	28,837 - 42,450
Day-boarding	34,200	14,225 - 65,000	45,089 - 65,000	29,500 - 41,850
Girls'	31,800	14,000 - 56,000	45,000 - 56,000	26,000 - 37,500
Boys'	36,700	18,000 - 63,671	52,000 - 63,671	30,000 - 44,900
Coed	35,400	14,225 - 66,600	48,000 - 66,600	29,400 - 42,000
Elementary	32,000	14,225 - 50,790	43,508 - 50,790	26,638 - 37,500
Elem/secondary	36,612	14,500 - 66,600	48,300 - 66,600	29,500 - 43,575
Secondary	34,950	14,000 - 66,000	48,000 - 66,000	28,000 - 41,700
School Size				
Under 201 students	29,000	14,225 - 48,153	38,000 - 48,153	24,500 - 34,900
201-300	32,670	14,000 - 50,760	43,200 - 50,760	26,500 - 36,500
301-500	35,725	19,110 - 63,671	46,358 - 63,671	30,000 - 42,000
501-700	38,500	14,500 - 66,000	48,100 - 66,000	33,280 - 44,000
Over 700	42,500	17,000 - 66,600	55,400 - 66,600	35,910 - 48,000
Region				
New England	35,771	14,000 - 66,000	45,150 - 66,000	31,200 - 40,000
East	37,625	19,000 - 58,860	50,000 - 58,860	30,000 - 44,647
Middle Atlantic	35,000	18,360 - 57,500	48,000 - 57,500	27,000 - 42,500
Southeast	31,650	14,500 - 65,000	43,500 - 65,000	26,250 - 37,150
Midwest	34,000	14,500 - 63,671	51,500 - 63,671	27,500 - 43,508
Southwest	33,000	17,900 - 65,000	45,000 - 65,000	26,000 - 37,210
West	36,000	17,472 - 66,600	47,000 - 66,600	30,000 - 43,000
ALL SCHOOLS	\$35,000	\$14,000 - 66,600	\$48,000 - 66,600	\$28,250 - 42,000

Table 34. Financial Aid Officer Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$24,262	\$12,000 - 38,000	\$38,000 - 38,000	\$21,000 - 27,000
Boarding-day	31,000	14,500 - 42,200	40,000 - 42,200	21,000 - 35,750
Day	39,000	12,694 - 55,900	52,500 - 55,900	29,000 - 44,280
Day-boarding	32,000	25,175 - 65,400	65,400 - 65,400	30,000 - 38,450
Girls'	28,937	15,500 - 44,500	44,500 - 44,500	16,700 - 32,000
Boys'	36,500	25,900 - 65,400	65,400 - 65,400	31,000 - 44,200
Coed	33,500	12,000 - 52,525	44,280 - 52,525	24,000 - 40,000
Elementary	—	—	—	—
Elem/secondary	36,292	12,694 - 65,400	47,000 - 65,400	29,000 - 43,000
Secondary	29,415	12,000 - 52,500	42,200 - 52,500	21,000 - 36,700
School Size				
Under 201 students	21,262	12,000 - 44,570	27,000 - 44,570	16,700 - 25,175
201-300	31,000	18,600 - 40,000	40,000 - 40,000	23,332 - 32,400
301-500	29,500	19,300 - 52,525	44,280 - 52,525	25,900 - 32,000
501-700	35,750	15,500 - 65,400	65,400 - 65,400	33,500 - 38,000
Over 700	40,400	12,694 - 55,900	47,000 - 55,900	30,875 - 43,000
Region				
New England	34,015	14,500 - 44,570	41,000 - 44,570	25,175 - 38,000
East	34,585	19,300 - 52,525	52,525 - 52,525	27,000 - 38,000
Middle Atlantic	33,700	16,700 - 65,400	44,200 - 65,400	25,900 - 41,200
Southeast	—	—	—	—
Midwest	29,000	12,000 - 55,900	55,900 - 55,900	18,000 - 29,000
Southwest	24,000	15,500 - 43,000	43,000 - 43,000	21,525 - 24,000
West	40,800	26,960 - 52,500	52,500 - 52,500	32,000 - 41,000
ALL SCHOOLS	\$32,950	\$12,000 - 65,400	\$44,570 - 65,400	\$25,175 - 40,800

Table 35. Alumni/ae Officer Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$26,000	\$12,000 - 57,300	\$34,500 - 57,300	\$20,000 - 27,500
Boarding-day	25,800	15,000 - 61,340	43,000 - 61,340	22,000 - 35,145
Day	28,200	15,750 - 69,300	39,250 - 69,300	24,500 - 33,500
Day-boarding	25,970	17,160 - 44,250	37,800 - 44,250	22,700 - 29,000
Girls'	26,500	15,500 - 43,200	34,150 - 43,200	22,700 - 31,500
Boys'	28,000	17,160 - 69,300	48,000 - 69,300	24,500 - 32,900
Coed	27,150	12,000 - 61,340	41,300 - 61,340	23,100 - 34,250
Elementary	26,880	17,160 - 49,267	49,267 - 49,267	22,600 - 27,000
Elem/secondary	28,000	16,100 - 69,300	39,250 - 69,300	24,500 - 34,150
Secondary	26,029	12,000 - 61,340	42,400 - 61,340	22,000 - 33,000
School Size				
Under 201 students	23,700	12,000 - 36,500	34,500 - 36,500	19,500 - 27,500
201-300	24,740	17,985 - 49,267	35,700 - 49,267	21,730 - 27,772
301-500	27,650	17,160 - 61,340	42,400 - 61,340	23,800 - 33,460
501-700	28,100	15,750 - 69,300	41,475 - 69,300	24,500 - 32,550
Over 700	32,641	16,100 - 60,000	43,570 - 60,000	26,000 - 37,800
Region				
New England	26,750	17,000 - 61,340	43,570 - 61,340	23,100 - 35,145
East	28,000	16,000 - 69,300	49,025 - 69,300	22,000 - 34,400
Middle Atlantic	26,400	15,500 - 43,000	35,600 - 43,000	23,000 - 30,500
Southeast	25,500	17,500 - 48,000	34,250 - 48,000	21,000 - 29,500
Midwest	26,500	12,000 - 37,800	34,650 - 37,800	21,000 - 32,582
Southwest	28,719	15,750 - 48,000	38,500 - 48,000	22,000 - 35,000
West	42,500	23,004 - 93,200	57,780 - 93,200	35,000 - 48,000
ALL SCHOOLS	\$27,020	\$12,000 - 69,300	\$41,475 - 69,300	\$23,000 - 33,510

Table 36. Dean of Students Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$29,000	\$15,000 - 55,000	\$40,000 - 55,000	\$24,500 - 35,700
Boarding-day	32,600	16,500 - 57,000	48,000 - 57,000	26,200 - 37,500
Day	36,200	12,694 - 68,000	49,700 - 68,000	31,700 - 43,700
Day-boarding	31,450	16,120 - 57,000	48,350 - 57,000	28,000 - 40,621
Girls'	32,000	16,500 - 50,000	39,570 - 50,000	26,000 - 35,100
Boys'	35,700	19,000 - 52,500	50,000 - 52,500	29,000 - 44,200
Coed	35,000	12,694 - 68,000	48,672 - 68,000	30,000 - 43,000
Elementary	34,500	21,424 - 50,800	49,700 - 50,800	28,200 - 39,000
Elem/secondary	35,250	12,694 - 68,000	48,350 - 68,000	30,000 - 42,700
Secondary	33,650	15,000 - 57,000	48,000 - 57,000	27,300 - 40,450
School Size				
Under 201 students	28,000	15,000 - 41,068	35,100 - 41,068	24,500 - 32,000
201-300	31,400	16,120 - 52,000	43,500 - 52,000	26,000 - 36,800
301-500	36,050	19,286 - 55,000	47,700 - 55,000	30,600 - 43,500
501-700	37,500	17,000 - 57,000	47,025 - 57,000	33,000 - 42,600
Over 700	43,155	12,694 - 68,000	55,453 - 68,000	34,400 - 49,000
Region				
New England	34,000	20,000 - 57,000	48,750 - 57,000	28,000 - 43,500
East	34,000	19,000 - 68,000	49,500 - 68,000	29,700 - 40,000
Middle Atlantic	34,492	16,500 - 57,375	45,000 - 57,375	28,500 - 38,690
Southeast	32,545	19,900 - 57,000	41,500 - 57,000	30,000 - 36,800
Midwest	34,606	12,694 - 55,453	48,672 - 55,453	28,791 - 42,000
Southwest	33,050	16,120 - 59,500	46,606 - 59,500	26,500 - 39,100
West	40,313	17,500 - 62,800	50,000 - 62,800	30,744 - 47,025
ALL SCHOOLS	\$34,442	\$12,694 - 68,000	\$48,000 - 68,000	\$28,800 - 42,000

Table 37. Director of Studies Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$34,340	\$26,000 - 52,000	\$43,500 - 52,000	\$30,469 - 37,500
Boarding-day	35,750	20,568 - 57,375	47,080 - 57,375	29,000 - 41,500
Day	39,535	13,400 - 92,900	51,510 - 92,900	33,950 - 45,000
Day-boarding	39,000	21,800 - 65,000	48,900 - 65,000	34,000 - 44,500
Girls'	40,040	21,050 - 57,258	49,400 - 57,258	32,000 - 43,900
Boys'	38,000	27,000 - 58,000	48,900 - 58,000	32,450 - 45,000
Coed	37,000	13,400 - 92,900	50,500 - 92,900	32,000 - 44,001
Elementary	33,880	24,000 - 58,800	48,830 - 58,800	28,000 - 38,500
Elem/secondary	40,000	13,400 - 92,900	50,800 - 92,900	34,315 - 44,100
Secondary	37,047	20,568 - 65,000	49,000 - 65,000	31,500 - 44,550
School Size				
Under 201 students	31,900	13,400 - 49,250	41,500 - 49,250	27,500 - 36,462
201-300	35,500	24,000 - 53,400	47,250 - 53,400	31,500 - 40,000
301-500	42,000	20,900 - 65,000	52,000 - 65,000	35,000 - 45,800
501-700	41,040	21,050 - 58,000	51,266 - 58,000	35,000 - 46,300
Over 700	42,650	15,094 - 92,900	53,000 - 92,900	36,980 - 48,000
Region				
New England	38,000	22,332 - 58,800	49,000 - 58,800	33,850 - 46,000
East	38,461	24,000 - 57,375	52,000 - 57,375	32,000 - 45,000
Middle Atlantic	35,596	13,400 - 53,000	46,530 - 53,000	31,500 - 41,000
Southeast	35,000	20,568 - 51,266	44,550 - 51,266	31,000 - 40,716
Midwest	40,542	15,094 - 58,000	49,200 - 58,000	35,875 - 43,900
Southwest	31,877	21,000 - 54,000	50,800 - 54,000	28,530 - 44,000
West	41,020	24,100 - 92,900	58,000 - 92,900	34,500 - 46,000
ALL SCHOOLS	\$37,800	\$13,400 - 92,900	\$50,000 - 92,900	\$32,000 - 44,075

Table 38. Athletic Director Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$26,150	\$10,500 - 59,280	\$44,500 - 59,280	\$20,000 - 33,949
Boarding-day	28,750	16,990 - 49,800	41,500 - 49,800	22,000 - 34,000
Day	34,000	10,800 - 66,000	47,000 - 66,000	28,000 - 40,500
Day-boarding	31,550	14,500 - 53,550	45,000 - 53,550	25,600 - 38,700
Girls'	29,125	15,300 - 50,400	45,000 - 50,400	22,000 - 34,000
Boys'	36,200	16,616 - 63,300	51,600 - 63,300	29,000 - 45,000
Coed	32,600	10,500 - 66,000	45,156 - 66,000	26,530 - 39,350
Elementary	30,700	17,200 - 59,200	42,740 - 59,200	25,780 - 35,000
Elem/secondary	34,000	10,800 - 66,000	47,250 - 66,000	27,899 - 41,500
Secondary	31,700	10,500 - 59,280	44,500 - 59,280	24,309 - 38,000
School Size				
Under 201 students	23,900	10,500 - 41,000	32,222 - 41,000	20,500 - 28,000
201-300	29,150	16,640 - 50,534	39,500 - 50,534	25,150 - 32,500
301-500	33,450	14,020 - 59,200	44,550 - 59,200	28,500 - 39,050
501-700	35,950	17,300 - 63,300	50,092 - 63,300	31,750 - 42,800
Over 700	41,375	20,800 - 66,000	51,620 - 66,000	35,700 - 46,300
Region				
New England	32,398	14,020 - 59,280	43,870 - 59,280	26,000 - 39,200
East	34,000	10,500 - 66,000	51,000 - 66,000	28,350 - 43,044
Middle Atlantic	31,700	10,800 - 65,000	46,140 - 65,000	25,428 - 38,700
Southeast	33,450	15,300 - 53,550	44,100 - 53,550	26,000 - 39,900
Midwest	33,150	13,500 - 55,329	45,250 - 55,329	25,200 - 38,726
Southwest	31,600	17,000 - 51,000	44,000 - 51,000	25,000 - 35,875
West	32,184	16,990 - 64,200	46,805 - 64,200	28,983 - 38,000
ALL SCHOOLS	\$32,500	\$10,500 - 66,000	\$46,070 - 66,000	\$26,118 - 39,746

Table 39. Librarian Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$23,500	\$13,500 - 46,600	\$31,977 - 46,600	\$17,000 - 29,000
Boarding-day	23,552	11,200 - 46,700	36,750 - 46,700	20,000 - 28,634
Day	28,537	10,335 - 56,000	39,050 - 56,000	24,000 - 33,500
Day-boarding	27,450	14,760 - 51,100	36,700 - 51,100	23,500 - 32,354
Girls'	28,100	14,000 - 45,540	37,942 - 45,540	23,500 - 34,099
Boys'	28,728	13,520 - 56,000	41,855 - 56,000	23,000 - 33,050
Coed	27,600	10,335 - 53,145	38,228 - 53,145	22,930 - 32,150
Elementary	26,600	11,200 - 46,750	33,625 - 46,750	21,800 - 31,000
Elem/secondary	28,761	10,335 - 56,000	40,763 - 56,000	24,000 - 34,150
Secondary	26,453	11,750 - 51,100	36,750 - 51,100	21,750 - 31,300
School Size				
Under 201 students	21,750	11,200 - 34,400	29,000 - 34,400	18,000 - 26,750
201-300	25,000	13,497 - 46,000	32,821 - 46,000	21,296 - 28,500
301-500	28,500	10,335 - 46,750	37,000 - 46,750	24,021 - 32,143
501-700	31,200	16,770 - 56,000	42,000 - 56,000	25,500 - 36,700
Over 700	33,500	16,922 - 53,145	43,450 - 53,145	28,475 - 39,316
Region				
New England	27,500	12,300 - 51,100	36,700 - 51,100	22,000 - 31,600
East	30,152	11,200 - 56,000	43,450 - 56,000	24,400 - 37,200
Middle Atlantic	27,400	11,200 - 45,089	39,350 - 45,089	22,950 - 33,000
Southeast	24,706	11,750 - 49,100	33,210 - 49,100	21,800 - 28,370
Midwest	28,600	15,000 - 44,894	37,200 - 44,894	21,800 - 32,500
Southwest	27,600	10,335 - 42,300	36,563 - 42,300	21,250 - 31,571
West	30,571	13,520 - 49,400	39,000 - 49,400	26,750 - 34,045
ALL SCHOOLS	\$27,900	\$10,335 - 56,000	\$38,600 - 56,000	\$23,000 - 32,600

Table 40. College Counselor Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$27,382	\$15,500 - 47,590	\$39,320 - 47,590	\$20,770 - 31,600
Boarding-day	30,620	14,000 - 55,000	42,500 - 55,000	25,000 - 36,500
Day	35,456	15,000 - 70,000	49,300 - 70,000	28,875 - 42,600
Day-boarding	33,400	14,000 - 52,875	46,000 - 52,875	27,050 - 38,275
Girls'	30,227	18,000 - 70,000	44,100 - 70,000	25,000 - 36,000
Boys'	37,135	17,120 - 62,180	50,800 - 62,180	29,000 - 44,540
Coed	34,800	14,000 - 64,200	46,995 - 64,200	27,575 - 40,800
Elementary	45,948	24,000 - 52,300	52,300 - 52,300	24,700 - 46,420
Elem/secondary	35,000	17,000 - 70,000	49,050 - 70,000	28,600 - 42,300
Secondary	31,050	14,000 - 55,000	44,540 - 55,000	25,946 - 38,500
School Size				
Under 201 students	25,000	14,000 - 36,400	30,310 - 36,400	20,770 - 28,000
201-300	29,000	15,000 - 46,200	39,700 - 46,200	24,200 - 35,700
301-500	34,000	14,604 - 54,000	46,900 - 54,000	28,650 - 39,300
501-700	38,500	18,000 - 70,000	52,400 - 70,000	32,000 - 44,000
Over 700	40,607	19,900 - 64,200	51,700 - 64,200	34,230 - 46,500
Region				
New England	35,250	14,000 - 55,200	46,420 - 55,200	28,650 - 40,000
East	40,000	16,000 - 70,000	54,000 - 70,000	30,100 - 48,850
Middle Atlantic	31,117	14,604 - 52,875	44,000 - 52,875	26,000 - 37,370
Southeast	30,323	19,900 - 50,650	41,000 - 50,650	25,600 - 35,700
Midwest	33,233	15,000 - 56,629	48,000 - 56,629	25,555 - 44,000
Southwest	31,448	18,000 - 54,000	45,000 - 54,000	24,000 - 35,350
West	35,640	14,000 - 64,200	48,000 - 64,200	30,000 - 39,300
ALL SCHOOLS	\$33,800	\$14,000 - 70,000	\$47,500 - 70,000	\$27,433 - 40,750

Table 41. Academic Department Head Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$30,805	\$19,518 - 51,800	\$41,500 - 51,800	\$24,650 - 39,500
Boarding-day	32,162	16,812 - 50,000	42,925 - 50,000	29,243 - 38,100
Day	39,075	21,050 - 69,700	49,000 - 69,700	33,945 - 44,200
Day-boarding	36,800	21,046 - 52,875	47,300 - 52,875	31,000 - 44,000
Girls'	35,162	21,046 - 55,000	48,900 - 55,000	29,742 - 41,140
Boys'	40,500	21,171 - 69,700	50,200 - 69,700	34,500 - 46,200
Coed	37,345	16,812 - 68,900	46,800 - 68,900	31,700 - 42,620
Elementary	37,847	22,700 - 69,700	47,160 - 69,700	31,980 - 42,500
Elem/secondary	38,350	16,812 - 68,900	49,600 - 68,900	32,200 - 44,191
Secondary	35,422	19,518 - 61,200	46,000 - 61,200	29,683 - 41,390
School Size				
Under 201 students	29,500	19,518 - 47,569	38,200 - 47,569	26,800 - 32,300
201-300	33,554	16,812 - 46,050	41,202 - 46,050	29,000 - 38,100
301-500	38,000	21,046 - 69,700	46,655 - 69,700	33,683 - 42,200
501-700	41,000	21,050 - 61,200	50,200 - 61,200	36,200 - 44,500
Over 700	43,896	25,625 - 68,900	51,545 - 68,900	38,071 - 48,500
Region				
New England	37,000	22,000 - 60,500	47,160 - 60,500	32,000 - 41,000
East	40,000	16,812 - 69,700	54,000 - 69,700	33,600 - 45,650
Middle Atlantic	37,575	21,171 - 52,875	46,655 - 52,875	30,620 - 42,200
Southeast	33,814	19,518 - 59,500	43,977 - 59,500	30,000 - 39,550
Midwest	37,377	23,000 - 61,200	48,500 - 61,200	30,350 - 44,300
Southwest	35,450	21,050 - 54,000	49,000 - 54,000	28,800 - 41,250
West	41,200	21,225 - 60,000	48,000 - 60,000	35,682 - 44,000
ALL SCHOOLS	\$37,400	\$16,812 - 69,700	\$48,200 - 69,700	\$31,500 - 42,925

Table 42. Director of Physical Plant Salaries, 1990-91

	Median	Range	Top 10%	Mid 50%
School Type				
Boarding	\$27,000	\$17,000 - 53,000	\$44,000 - 53,000	\$22,000 - 35,300
Boarding-day	33,400	17,000 - 61,600	48,100 - 61,600	25,700 - 39,750
Day	32,250	13,566 - 67,500	45,000 - 67,500	27,000 - 38,850
Day-boarding	33,500	13,584 - 59,950	45,000 - 59,950	27,000 - 39,715
Girls'	32,000	18,500 - 51,541	42,400 - 51,541	26,400 - 36,500
Boys'	36,550	17,784 - 60,000	45,500 - 60,000	31,000 - 43,600
Coed	32,000	13,566 - 67,500	45,000 - 67,500	26,000 - 38,850
Elementary	29,680	14,000 - 55,000	42,530 - 55,000	24,952 - 36,550
Elem/secondary	34,000	13,584 - 67,200	45,100 - 67,200	27,550 - 39,900
Secondary	33,000	13,566 - 67,500	47,500 - 67,500	25,500 - 39,700
School Size				
Under 201 students	25,800	13,566 - 44,000	36,040 - 44,000	21,000 - 30,100
201-300	29,733	13,584 - 60,000	39,750 - 60,000	24,500 - 34,000
301-500	34,010	15,650 - 67,500	45,500 - 67,500	28,000 - 40,000
501-700	34,887	15,100 - 57,800	44,100 - 57,800	29,000 - 39,700
Over 700	39,750	20,000 - 67,200	54,339 - 67,200	34,890 - 45,100
Region				
New England	33,250	13,566 - 61,600	47,500 - 61,600	27,000 - 40,560
East	35,700	18,990 - 67,500	51,000 - 67,500	30,000 - 42,600
Middle Atlantic	33,000	16,600 - 51,975	43,000 - 51,975	27,250 - 37,825
Southeast	29,475	14,700 - 59,950	41,737 - 59,950	24,000 - 37,000
Midwest	33,000	14,000 - 57,900	44,000 - 57,900	25,200 - 38,850
Southwest	29,500	13,584 - 49,000	44,000 - 49,000	25,000 - 36,500
West	29,433	16,800 - 67,200	44,000 - 67,200	25,000 - 35,045
ALL SCHOOLS	\$32,550	\$13,566 - 67,500	\$45,000 - 67,500	\$26,200 - 39,300

CANADIAN SCHOOLS

Tuition and salary data from the survey of 33 Canadian member schools are summarized in the following tables. All amounts are expressed in Canadian dollars. Tables 43 and 44 show 1990-91 day and boarding tuitions by student type and school

size. As in past years, the median day and boarding tuitions in boys' schools are greater than those in either girls' or coeducational schools. The highest day and boarding tuitions are also found in boys' schools.

Table 43. Tuition by Student Type in Canadian Schools, 1990-91

Student Type	Grade	Day Tuition		Seven-day Boarding Tuition	
		Median	Range	Median	Range
Girls'	PS	\$6,540	\$4,480 - 8,600	—	—
	K	6,540	4,250 - 8,700	—	—
	1	5,510	3,687 - 8,700	—	—
	3	5,620	3,881 - 8,700	—	—
	6	5,900	4,297 - 8,700	\$17,600	\$17,600
	9	6,425	1,300 - 8,700	17,212	8,145 - 17,800
	12	6,822	4,625 - 8,700	17,212	8,145 - 17,800
Boys'	PS	—	—	—	—
	K	—	—	—	—
	1	6,875	6,875	—	—
	3	7,125	5,300 - 9,800	18,000	18,000
	6	7,975	5,740 - 10,250	18,000	8,875 - 18,500
	9	8,750	6,095 - 11,500	17,975	8,875 - 18,500
	12	9,275	7,070 - 11,500	17,975	8,875 - 18,500
Coed	PS	6,750	5,980 - 7,100	—	—
	K	5,980	3,995 - 7,100	—	—
	1	5,137	4,026 - 7,100	—	—
	3	5,287	4,026 - 7,100	—	—
	6	6,690	4,050 - 9,100	16,925	15,900 - 17,950
	9	8,100	5,181 - 11,350	16,650	10,995 - 18,155
	12	8,250	5,416 - 11,350	16,200	11,495 - 18,155

Table 44. Tuition by School Size in Canadian Schools, 1990-91

School Size	Grade	Day Tuition		Seven-day Boarding Tuition	
		Median	Range	Median	Range
Under 201	PS	—	—	—	—
	K	—	—	—	—
	1	—	—	—	—
	3	—	—	—	—
	6	—	—	—	—
	9	\$7,137	\$5,650 - 7,900	\$16,762	\$15,900 - 17,100
	12	7,137	5,650 - 7,900	16,762	15,900 - 17,100
201-300	PS	—	—	—	—
	K	4,150	4,050 - 4,250	—	—
	1	4,700	4,050 - 5,350	—	—
	3	4,700	4,050 - 5,350	—	—
	6	4,775	4,050 - 5,500	—	—
	9	8,400	3,513 - 9,950	16,800	13,850 - 18,155
	12	8,750	4,625 - 9,950	16,800	13,850 - 18,155
301-500	PS	5,230	4,480 - 5,980	—	—
	K	5,230	4,480 - 5,980	—	—
	1	5,510	4,760 - 5,980	—	—
	3	5,760	4,750 - 8,750	—	—
	6	5,980	5,400 - 10,250	18,500	18,500
	9	6,595	1,300 - 11,500	18,025	8,145 - 18,500
	12	8,750	6,350 - 11,500	18,025	8,145 - 18,500
501-700	PS	—	—	—	—
	K	3,995	3,995	—	—
	1	4,160	3,687 - 6,875	—	—
	3	4,947	3,881 - 7,125	—	—
	6	6,195	4,297 - 9,100	15,900	8,875 - 17,950
	9	6,497	5,127 - 11,350	13,597	8,875 - 17,950
	12	7,070	5,416 - 11,350	13,847	8,875 - 17,950
Over 700	PS	7,100	6,750 - 8,600	—	—
	K	7,850	6,750 - 8,700	—	—
	1	8,300	6,750 - 8,700	—	—
	3	8,450	6,750 - 9,800	18,000	18,000
	6	8,450	7,400 - 9,800	17,800	17,600 - 18,000
	9	8,550	7,550 - 9,800	17,800	17,400 - 18,000
	12	8,550	7,550 - 9,800	17,800	15,450 - 18,000

Table 45 shows teacher salaries in Canadian schools by school type and school size. Among school type classifications, day-boarding schools show the highest medians for each of the five salary groups except for

the highest salary group. The teacher median salary has increased by 6.6 percent (in actual Canadian dollars) over the past year, compared to 5.8 percent in U.S. schools (Table 13, page 16).

Table 45. Medians of Teacher Salaries in Canadian Schools, 1990-91

	Highest	Median	Mean	Lowest	Beginning
School Type					
Boarding	—	—	—	—	—
Boarding-day	\$54,276	\$43,917	\$42,997	\$27,553	\$26,455
Day	56,007	44,468	43,530	29,200	28,612
Day-boarding	61,840	51,672	50,417	33,000	29,960
Girls'	54,836	43,078	44,426	29,619	28,253
Boys'	65,455	51,610	50,244	29,200	29,200
Coed	56,516	44,631	43,572	28,426	28,185
School Size					
Elementary	—	—	—	—	—
Elem/secondary	60,905	47,667	46,749	30,000	28,829
Secondary	54,023	43,025	42,550	27,574	27,123
School Size					
Under 201 students	54,023	34,423	37,281	26,048	23,068
201-300	51,279	43,025	42,550	27,980	27,124
301-500	61,834	48,999	48,087	30,831	29,710
501-700	58,965	44,734	46,497	30,621	29,009
Over 700	61,329	50,993	50,405	27,875	29,362
ALL SCHOOLS	\$59,500	\$44,795	\$45,743	\$29,200	\$28,575

Table 46 presents median cash salaries and various salary ranges of administrators and other professional staff. Head salaries increased by 15.3

percent (in actual Canadian dollars) over the past year, compared to the 7.7 percent increase in U.S. schools (Table 21, page 26).

Table 46. Administrator and Staff Salaries in Canadian Schools, 1990-91

Position	Median	Range	Top 10%	Mid 50%
President	—	—	—	—
Head	\$90,000	\$28,400 - 131,100	\$110,113 - 131,100	\$73,000 - 97,000
Associate head	—	—	—	—
Assistant head	66,500	47,000 - 77,400	72,000 - 77,400	56,700 - 68,900
Upper School head	64,200	17,200 - 79,510	79,510 - 79,510	44,600 - 64,500
Middle School head	57,000	15,200 - 69,920	69,920 - 69,920	46,190 - 60,435
Lower School head	59,588	14,800 - 75,800	75,250 - 75,800	48,999 - 62,000
Business officer	55,000	18,200 - 85,000	72,000 - 85,000	47,200 - 65,000
Development officer	52,388	20,000 - 85,000	75,790 - 85,000	37,620 - 61,300
Admission officer	46,909	29,682 - 80,100	66,140 - 80,100	39,100 - 56,077
Financial aid officer	—	—	—	—
Alumni/ae officer	34,600	11,300 - 51,360	51,360 - 51,360	32,000 - 40,000
Dean of students	61,217	30,000 - 63,900	63,900 - 63,900	37,324 - 62,420
Director of studies	62,500	41,485 - 71,000	68,400 - 71,000	55,730 - 65,000
Athletic director	46,808	9,600 - 62,500	61,642 - 62,500	40,200 - 57,237
Librarian	43,800	19,500 - 61,642	57,993 - 61,642	36,300 - 50,476
College counselor	55,708	15,000 - 64,920	61,642 - 64,920	48,000 - 60,210
Academic dept. head	61,093	34,697 - 69,920	62,630 - 69,920	55,645 - 61,826
Dir. of physical plant	40,000	25,650 - 62,000	56,000 - 62,000	31,200 - 42,000

NOTES

¹ Active members are schools in existence over five years and located in the United States or U.S. territories.

² School size categories throughout the report are based on the most recent available enrollment data, 1989-90.

³ Percentage changes of actual dollar amounts appear quite inadequate without some adjustment for changes in the cost of living. Cost of living adjustments are primarily based on changes in the Consumer Price Index-All Urban Consumers (all items) for the U.S. The cost of living multiplier is 1.42 for 1981-82 dollars, 1.23 for 1985-86 dollars, and 1.05 for 1989-90 dollars. Actual dollar amounts for 1981-82, 1985-86, and 1989-90 have been recalculated and are referred to as current dollars. Other references throughout the text to adjustments for inflation are not separately footnoted.

⁴ The median, the central value in an ordered array of values, shows the point at which half of the values in the data set are smaller and half are larger.

⁵ Tuition data for special needs schools have been excluded from all tuition tables in the report.

⁶ The student median tuition is calculated from the total number of students in each grade and the median tuition for that grade. The most recent enrollment data available is for the 1989-90 school year.

⁷ Data from National Education Association, "Estimates of School Statistics, 1989-90," Washington, DC: 1990.

⁸ Data from American Federation of Teachers, news release, Washington, DC: July, 1990.

⁹ Schools were instructed to report which administrators receive either school-provided housing at no cost to the administrator or housing assistance in the form of a stipend, rent discount, subsidy, or other type of housing assistance during the school year.

¹⁰ Head salary data prior to 1985-86 are not included due to survey design differences and reporting inconsistencies.

¹¹ All public school data from *Scheduled Salaries for Professional Personnel in Public Schools, 1989-90*, Educational Research Service Report, Arlington, VA: 1990.



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